

Sales Management

THE MAGAZINE OF
MARKETING



WHAT'S YOUR

MARKETING STRATEGY

FOR 1962?

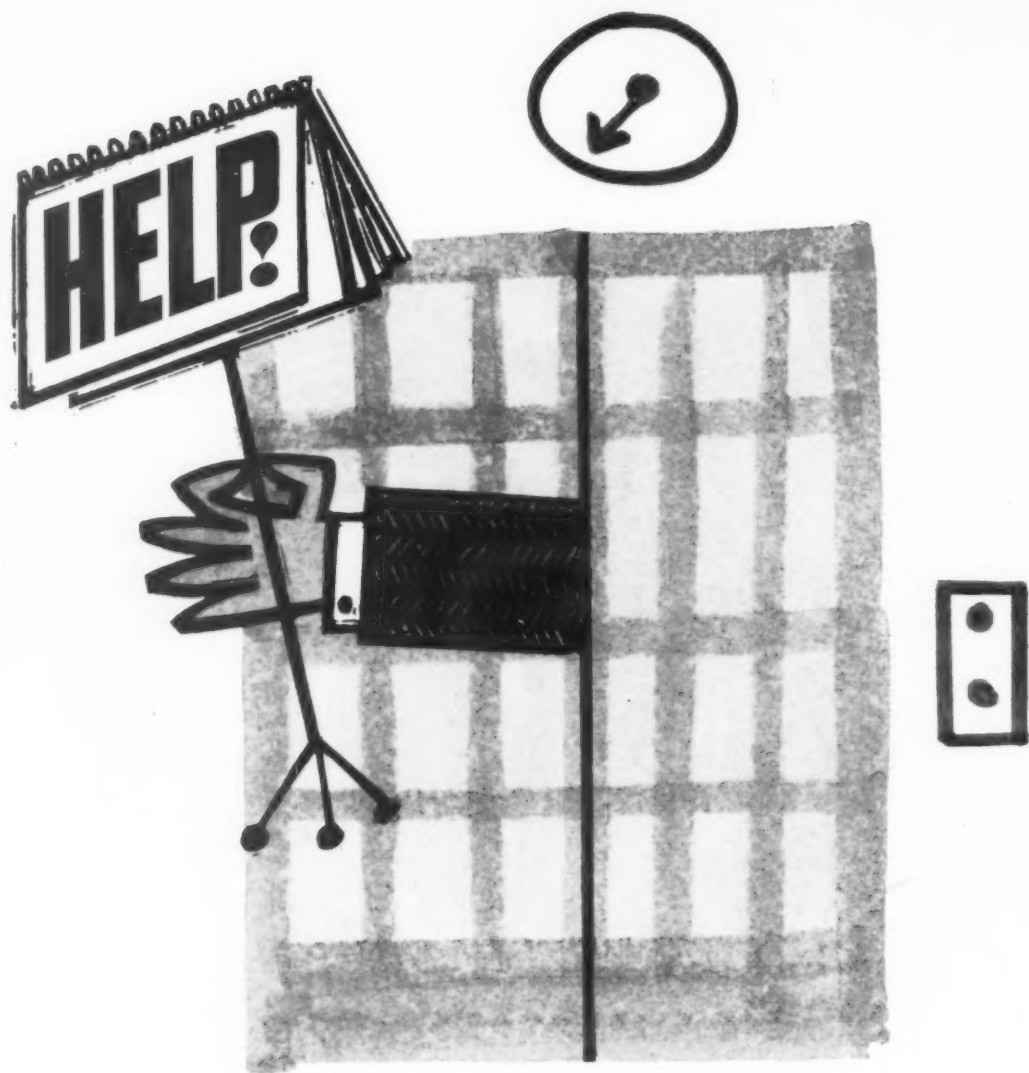
SEPTEMBER 1, 1961

50¢

Retiring Senior Salesmen

How to Be a Popular Manager

'Other' Causes of Lost Sales



When you must come up with effective group meeting plans, call for help from Jam Handy. Just tell us what you want to say to important groups of people, internally and externally. We'll help take it from there. Ours is a diversified service geared to today's business diversification. We can help you deliver your message effectively, memorably and with dramatic clarity. **THE JAM HANDY ORGANIZATION**

Motion Pictures • Business Theater • Slides and Slidefilms • Training Aids • New York Chicago Detroit Hollywood

sales talk

SALES TALK IS DISTRIBUTED TO SALES
MANAGEMENT ADVERTISERS AND PROSPECTS

September 1, 1961 issue

Last week I read an article in the "Advertising" editorial section of The New York Times which told of Minute Maid's line of frozen juices (division of Coca-Cola) changing from one agency to another...McCann-Erickson, Inc. Same also for Snow Crop's juices which moved to McCann-Marschalk. (Total billings on these two juice accounts estimated in excess of \$5,000,000.)

Reviewing the item from another angle, I wondered about the media space and time-sales organizations and non-media suppliers who had enjoyed continuing contracts with these two brands. Were they shaking (or at least shivering) in their boots? Were they now required to re-sell the new agency with their product or media? Were they confident that they were so well entrenched at the agency level that they did not seek total protection at the advertiser's end...the one which ordered the agency switch?

Chances are, you've faced this type of crisis before. If not, is there such a faux pas in your future? That's why SM has oft asked the question..."Are You Only Half Safe?...safe at the agency...not-so-well secured at the client end of the see-saw? In 1960 alone, over \$78 million in ad budgets changed hands between ad shops...ordered by those sales-minded, marketing-minded execs representative of SM subscribers...execs who sell for a profit and, rightly so, don't let someone else have the last word on markets or media. Doesn't it just make simple good sense to be protected at "both ends?"

Let's digress to the current picture of SM, 9/1/61. We think it contains many choice bits of editorial caviar for our readers to digest. There are articles on "The 'Other' Values in a Corporate Identification Program," "The 'Other' Causes of Lost Sales." There's a piece on "Merchandising Advertising to Supermarkets." There's one on the class market of FM radio; another on the problem of retiring senior salesmen. The lead article on "Marketing Strategy" asks: "Your Competitor Knows What to Do for '62, Do You?" In an editorial entitled "What Are We Waiting For?" Sales Management takes the initial step toward creating an organization that will have as its primary purpose the imperative objective of interesting our young people in considering selling as a career. If you would like a copy of this editorial, drop a note to Editor Philip Salisbury. We would like to send it to you. It's a real challenge to business executives everywhere.

Randy Brown

Randy Brown
Executive Vice President

Sales Management
THE MAGAZINE OF MARKETING





In Indianapolis... 78.8% of all food linage appears in The Star and The News

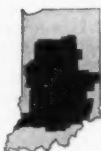
These brands are in...in Indiana with The STAR and The NEWS

Morning & Sunday

Evening

Constant editorial emphasis on food makes Indiana's two greatest newspapers the outstanding food salesmen in the state's rich, 45-county market area boasting an effective-buying-income of \$4.3 BILLION.*

Hoosiers have big appetites and you can whet their tastes for your products by placing sales messages before the state's biggest-by-far reading audience.



In this abundant area Star and News coverage (73% of all Metropolitan and retail trading zone families) creates brand popularity that—with strong editorial support—SELLS. Get your products *in* in Indiana with this great 1-2 selling team, the newspapers people read . . . and respect.

*Source: May, 1961, Sales Management Survey of Buying Power.

The Indianapolis Star and The Indianapolis News

Kelly-Smith Company, National Representatives

Photo by Arnold Newman.



The pro's pro takes special pride in a job well done in businesspapers—because this is where advertising faces its toughest test. In businesspapers, you're talking to people who know the score. They rate you, your company and your products on how well you speak their language. From hard-won experience, you know that you put your top talent against advertising . . . in businesspapers.

Advertising in businesspapers means business

... because, in businesspapers, you can do a dominant selling job, strong enough to create real customer excitement, for comparatively little money. A good businesspaper program is within reach of just about every advertiser.



Now—over 3,160,000 businessmen invest more than \$17 million a year for the purpose of reading ABP papers.

ASSOCIATED BUSINESS PUBLICATIONS • 206 E. 42nd St., N.Y. 17, N.Y.
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Sales Management

THE MAGAZINE OF
MARKETING

Executive Offices: 630 Third Ave., New York 17, N. Y. YUkon 6-4800

SEPTEMBER 1, 1961

Vol. 87, No. 5



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SALES MANAGEMENT is published the first and third Friday of every month except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y. Member of Audit Bureau of Circulations, Associated Business Publications, National Business Publications and the Magazine Publishers Association.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.

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Sales Management SEPTEMBER 1, 1961

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An answer to the marketing waste that can swallow up profits: bigger, more profitable pieces of fewer markets—through selectivity.

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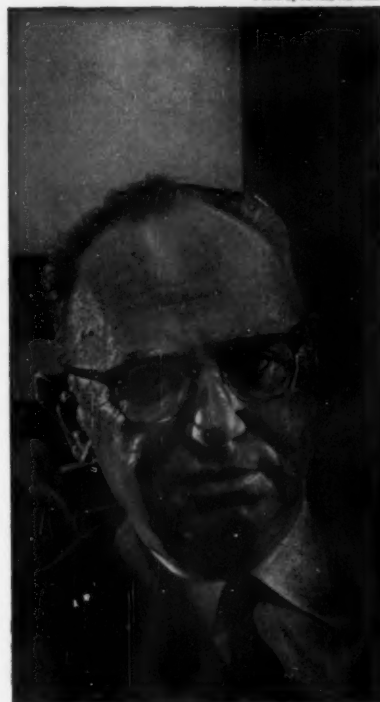
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Photo by Arnold Newman



A man who knows his way around in advertising knows that businesspapers take special talent, special pains—and pay off in special rewards, special satisfaction. For here you're talking to fellow professionals as impatient with the trite and dull and commonplace as you are yourself. Selling businessmen always calls for your best . . . in businesspapers.

Advertising in businesspapers means business

. . . because businesspapers are the most direct, penetrating and economical way to cultivate specialized markets. Remember, all good selling is specialized and nothing specializes like the business press.



Good business advertising works best in a good businesspaper—a bought-and-paid-for ABP paper.

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important news

for all companies using 10 or more business cars

Fleetcar leasing—the Hertz way—is described by leading companies as “the lowest cost sales-insurance we ever took out.” Find out how Hertz Fleetcar Leasing plans cater to the special needs of larger users of business cars. Discover how they’re tailored for companies which best benefit from the nation’s most extensive coast-to-coast leasing facilities, and from operating efficiency perfected over 30 years. Each “10-Plus” plan replaces your cars with brand-new Chevrolets, Corvairs, or other fine cars; assumes full responsibility for maintenance and repairs; and reduces the many annoying details of fleet administration to the writing of one budgetable check each month. Use coupon below to learn why more and more and more multi-car companies agree Hertz Fleetleasing makes the best business sense for them.



HERTZ FLEETCAR LEASING,
Att. H. F. Ryan, V.P.
The Hertz Corporation, 660 Madison Ave.
New York 21, N. Y. Dept. D-91
Please send me your new fleetcar leasing
booklet.

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NUMBER OF CARS OPERATED _____

Letters to the Editors

Address: Sales Management, 630 Third Avenue, New York 17, New York.

'beloved' work addict

Your article on the work addict [SM, July 7] was one of the most outstanding articles I have recently read. . . .

Our “beloved” took it to heart and it already has accomplished more for him than I ever could by talking or appealing. . . .

Could you please send me two or three reprints—I have two brothers in the Midwest who could profit by it.

Mrs. J. C.

Port Chester, N.Y.

more praise . . .

. . . From time to time I am delightfully surprised with Sales Management. It prints articles that are thoughtful, provocative and stimulating. The article on work addiction is such an article. One certainly doesn't expect to see this sort of thing in SM.

I think your publication has demonstrated its leadership and its editorial vitality by publishing material of this type. For my own selfish reasons, I hope you continue along this direction.

SIDNEY CLAYTON

Sidney Clayton & Associates
Chicago, Ill.

I'd like to get hold of about a dozen copies of your article on “The Work Addict.” . . .

OTTO A. SILVA

Vice President and Business Manager
The Minneapolis Star and Tribune
Minneapolis, Minn.

Your July 7 issue is excellent. The major article, “The Work Addict,” gives much food for thought. . . .

RUSS COOMBES

President
Mechanization, Inc.
Washington, D. C.

'tough to take' item

May I first say that I like and admire your excellent magazine. . . . Having said this, perhaps you will forgive me for these comments on your item on Canada [“Marketing Newsletter,” SM, July 7].

We as Canadians are sorry that some of the things we are doing, and which we think are in our own good interest, create “a new set of problems for U.S. companies.” We are under the impression that we are only

doing the sort of thing in our country which the U.S. has been doing in its country for many years. Has U.S. tax policy been completely unwavering over the last 20 years?

To say that nationalistic attitudes in Canada are “flaming” is overstatement, in my opinion. Is nationalism extinct in the U.S.?

To describe our attitudes as “emotional, unrealistic,” and “tough to take” is, to use your own words, tough to take in Canada!

The many U.S. companies that have invested in Canada, I believe, have done so not for altruistic motives, but rather out of good business sense, a desire to ensure their raw materials sources, and to make profits. You use the phrase “it [Canada] remains of course a desirable market.” Amen! Canada is the U.S.' biggest customer, and this country has for many years had a serious imbalance of trade with the U.S., a condition which concerns us greatly.

We are unable to join in your tears over the “Canadian” editions of Time and Reader's Digest. The basis on which these two editions have flourished in Canada would never be allowed to exist in the U.S. The way in which Time in particular has distorted this problem gives me real reason to doubt the objectivity of its news on other matters outside the U.S.

The trend to comment on other countries' problems with a minimum of knowledge of the facts may be one reason for the cry “Yankee, go home.” We in Canada don't feel that way, but please, try to be a little more objective on outside situations. A little sympathetic understanding does a great deal to preserve friendship!

S. MCCREADY

Town of Mount Royal
Quebec
Canada

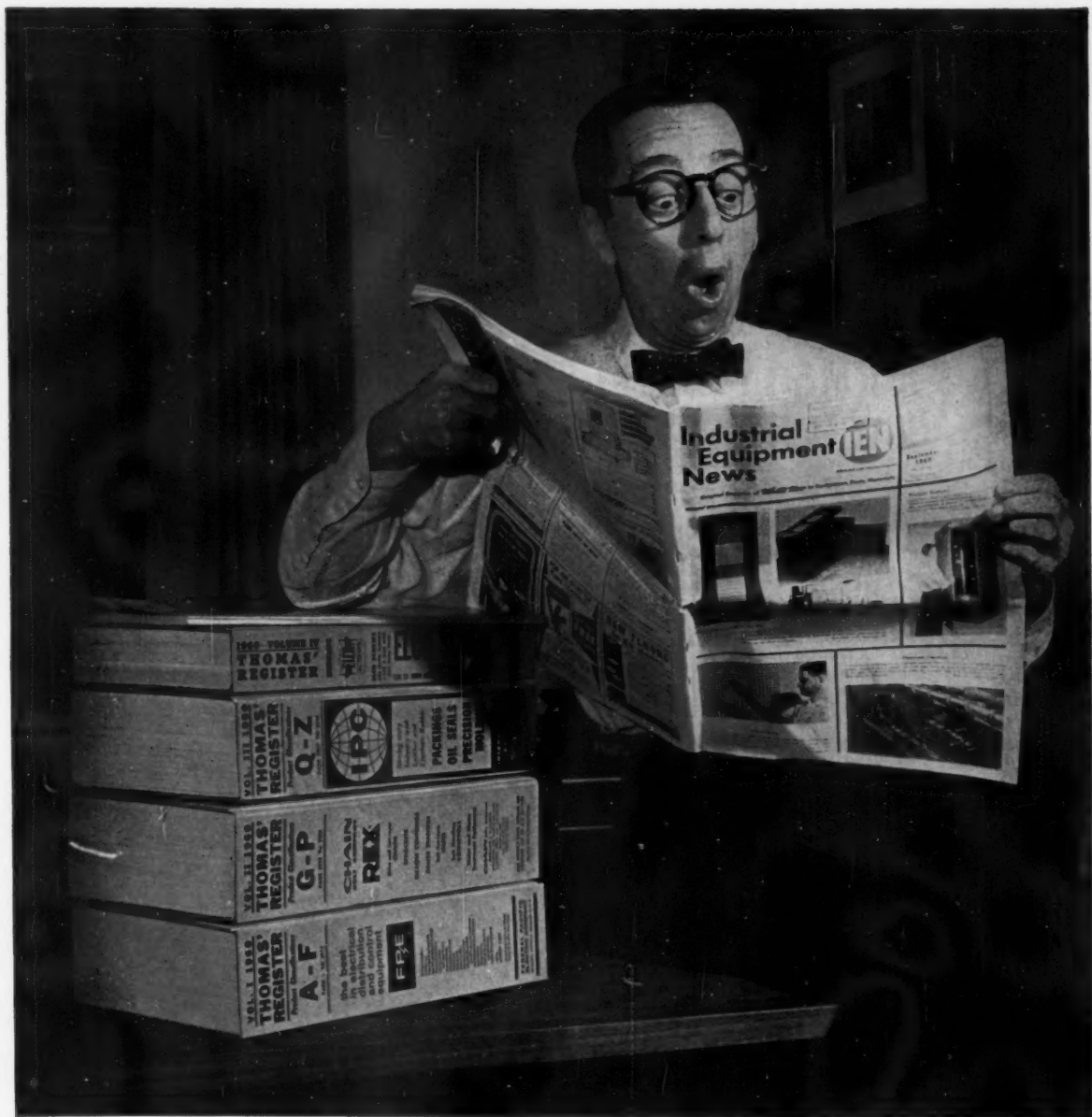
more comments from Canada

Please, please, please, re your editorial on Canadian “nationalism!”

Korean War—embargo on steel sheet for appliances coming into Canada—no Canadian firm could get sheet, but U.S. firms shipped 40,000 appliances into Canada using this same sheet which Canadian firms could not get—and virtually wrecked the Canadian sector of the market.

Cheese—a Canadian company had a “gift” business going but the Wisconsin cheese makers did not want 100th of 1% of the critical U.S. Market forfeited to a Canadian firm—hence they quietly had every gift package

(continued on page 90)



PORTRAIT OF A BUYER WHO SEES WHAT HE WANTS

Notice the expression on the young man's face. For a few minutes he's a hero—until the next buying problem comes along. This goes on all day. But he can repeat the hero-routine whenever he wants—because Thomas Publishing gives buyers the product information they need, right when they need it.

To provide buyers with product news and information, Thomas produces a monthly tabloid called Industrial Equipment News. IEN does more than announce, it describes products in detail and uses cutaways and how-it-works drawings to make the story clear.

Then, to cover 75,000 different product classifications and tell who makes the products, Thomas produces a huge, four-volume directory, Thomas Register. TR is the most complete industrial directory in the world. Which explains why industrial buyers refer to TR 70,000 times a day.

Make sure buyers know about your products, too. Advertise in IEN and TR. They're published by Thomas, product information headquarters for men who buy.

THOMAS

PUBLISHING COMPANY

Product Information Headquarters

461 EIGHTH AVENUE, NEW YORK 1, N. Y.

Phone: OXford 5-0500

3 FIRMS INVEST \$1,000,000 EACH IN ADVERTISING

How will they profit from it?

Let us take three theoretical competitors. Each is dealing with a narrowing profit margin. Each needs to make his advertising pay. And each one's budget is the same.

The first competitor believes in a marketing type of advertising agency. He thinks the advertising will take care of itself if all the marketing factors are right.

The second competitor believes in a highly creative type of advertising agency. He thinks the marketing factors will take care of themselves if the advertising is brilliant.

The third competitor believes

in an agency which is highly creative in its advertising...

...and in its marketing advice, media selection, research, publicity, promotions, packaging, show selections.

It is entirely possible that any one of the three will get value, and profit, from his budget.

But—in these days of the profit squeeze, isn't it likely that the third competitor will get the most?

Young & Rubicam Inc., Advertising

The Editor's Side Pocket

That Lucky Ten Percent

The Research Institute of America polled 6,500 sales managers on the perennial question: "What percentage of annual business was written by individual salesmen?" The answers were:

Sales Force	Annual Business
Top 10%	31.7%
Next 20	25.1
Middle 40	27.7
Next 20	10.6
Bottom 10	4.9

So I suppose I should say, "Hooray for the top 10," and it's certainly true that some of those who are up there have won the position because they are the best salesmen. But such results as shown above would be a lot more meaningful to me if I had some evidence that territory potentials were relatively equal for all salesmen in a given company.

All too often the men who are the biggest producers are up there, not because of greater ability or better work habits, but simply because they've been around longer and have the fattest territories. How often does a new salesman get a fat territory? Don't be silly. Of course he starts with the cats and dogs.

Because there is so much imbalance in territory potential in so many otherwise well-run sales operations, perhaps that top ten should be producing half of the business instead of only one third!

And while I'm on the subject of salesmen: evidence is fast accumulating that we are fast jumping from a shortage of sales to a shortage of salesmen.

"Selling" Selling to Stockholders

Two corporate reports that crossed my desk yesterday were of particular interest because they stressed marketing costs and achievements. U. S. Borax points out that sales of consumer borax products "continued to show a steady increase, resulting in substantial improvement over the previous year and reflecting continued effectiveness of our expanded advertising program." Then the company points out that the net cost after tax of the additional advertising expenditure in the last nine months was 29 cents a share. And instead of hiding marketing costs under "General and Administrative," as so many companies do, U. S. Borax reports actual dollars spent for selling and advertising, and they work out to \$2.21 per share.

And the Pillsbury Co. devotes the biggest share of its

CHARLESTON

**Is West Virginia's
State and Industrial
Capital**

Food Men:

**Here's How
to Call Your
Sales Shots**

FOR ad agencies or sales managers with a grocery product to test or introduce, the Charleston newspapers have a folder that will let them plan and call every sales shot.

Headlined "80 Markets Get 95% of Food \$\$\$ in Charleston City Zone", the folder gives name, address and phone of every principal or buyer connected with these 80 markets — comprised of national and regional chains, co-ops, voluntaries and top independents.

The share done by each is critically estimated.

All this is pinpointed to Charleston, ranked 127th nationally* in city-county Food Sales.

Food Facts will serve as an invaluable guide for the introduction of a new product, market testing or to revitalize an old brand by coordinating sales and advertising effort.

You will find Food Facts a real chart and compass. Ask for a free copy.

*Sales Management 1961

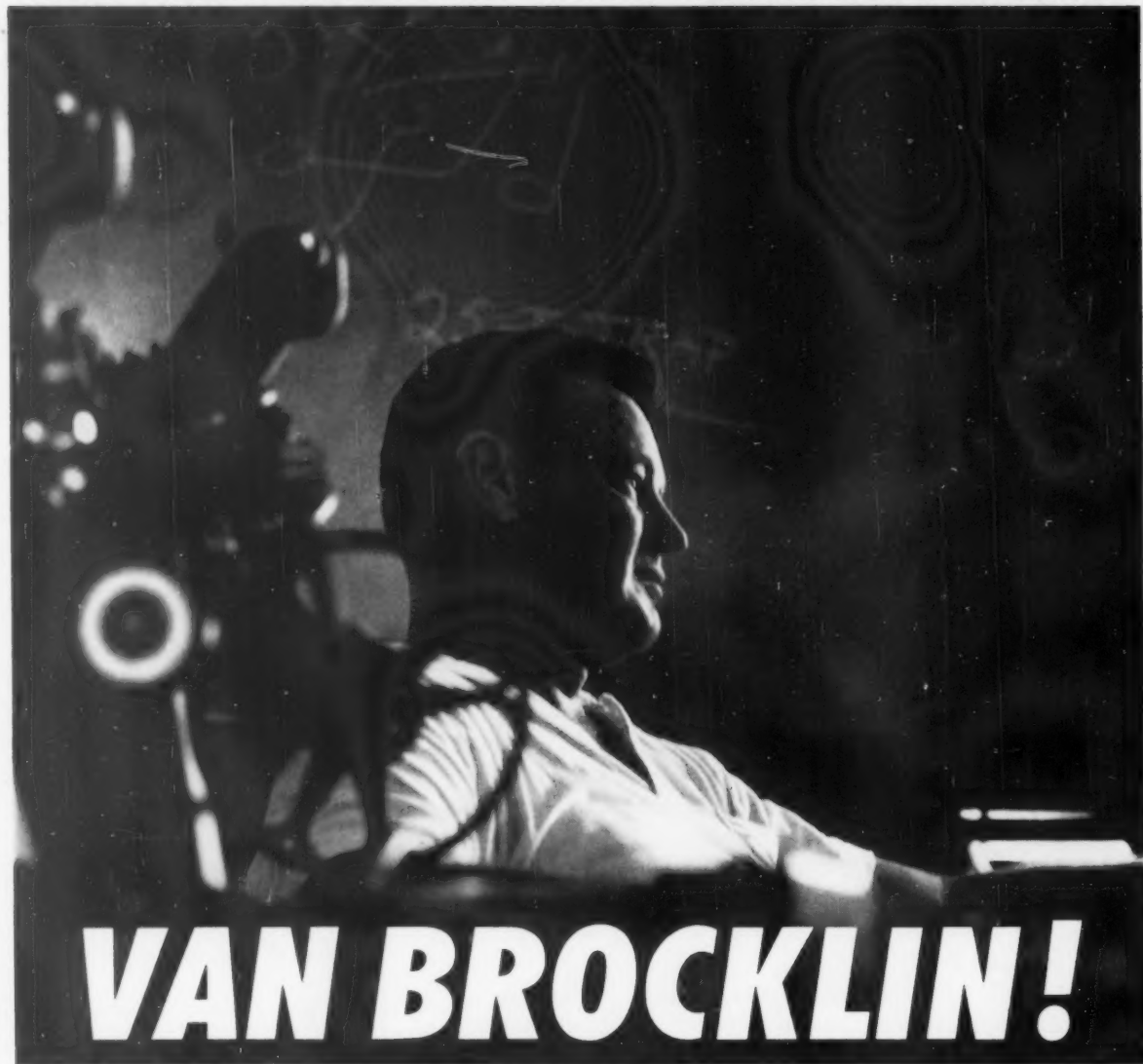
Best Basic Buy

IN WEST VIRGINIA IS
THE CHARLESTON NEWSPAPERS



Publishers: Newspaper Agency Corporation
Reps.: Johnson, Kent, Gavin & Sinding, Inc.

THE NEW FACE OF THE UPPER MIDWEST

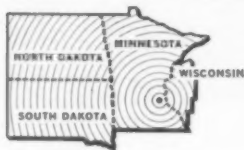


This, to friends and foes alike, is "The Dutchman". He is more widely known as Norman Van Brocklin, All-Pro passer without a peer, field general of last year's world champion Philadelphia Eagles, and a 12-year veteran of National Football League wars. This year Norm Van Brocklin is still calling the plays—but from his new position as head coach of the Minnesota Vikings, the National Football League's newest entry.

Norm Van Brocklin is typical of all the rugged, competitive young men in the Upper Midwest—men whose enthusiasm and progressive action have given Minneapolis-St. Paul, the nation's 14th market, *two* major league teams in one year! (Big League baseball, too, with the Minnesota Twins.) That's the way things get *done* in the Upper Midwest. In terms of building, buying, selling, teaching, learning, growing—or just relaxing—the Upper Midwest is one of the most stable, yet most dynamic areas in America.

Let us help you reach this vital market.

Copyright 1961, Minneapolis Star and Tribune Co.



Minneapolis Star and Tribune
EVENING MORNING & SUNDAY

660,000 SUNDAY 530,000 DAILY

JOHN COWLES, President

The Editor's Side Pocket

(continued)

annual report to an illustrated review of its marketing operation, preceded by this comment:

"The marketing job has been defined as the aggregate of functions required to move products from producer to consumer, from one point to another. Some think of marketing as primarily advertising and sales promotion. Others see the salesman as marketing's prime mover. So also, departments of distribution, accounting, market research, data processing and others point to other functions within marketing's complex. . . . Marketing's influence reaches out beyond the producer and consumer limits as salesmen recommend production changes. In the end, marketing defies a definition that is acceptable to everybody. And still there are men and women who understand it, who supply all the functions that assure the smooth, efficient flow of the right products to the right customers. These people are a vital asset to a company, as vital as plant, property and equipment."

Suggestion: make marketing a topic for discussion in your annual and interim stockholder reports. The more directors and major stockholders understand the subject, the more likely you are to get the budgets you want.

Intellectual Incest

Moving corporate offices from noisy, crowded, commercial districts to quiet, tree-lined suburbs only ten miles from home or golf club, has had great appeal in the past decade, but now the trend seems to have reversed itself. As reported in *The Wall Street Journal*, one executive who has had his fill of the outlands misses most the clash of wits that flows from daily contacts with suppliers, customers and competitors.

"Intellectual incest sets in when executives of the same firm exchange ideas only with each other. The company becomes an entity unto itself. People become more interested in status, or the next notch up the ladder, rather than in what's going on outside."

The bucolic suburbia or exurbia life is often toughest on marketing departments. Royal McBee Corp. in 1956 relinquished offices in downtown New York and Hartford to centralize operations in Port Chester, 24 miles from Manhattan. After five years they've "had" it, and are moving back to New York. An officer said that the suburban location was particularly tough on the marketing department, separated from major customers, prospects, advertising agencies, communication media and the like.

Phil Salisbury

CIRCULATION LEADERSHIP IN ALL A.B.C. REGIONS

assures coverage in
your primary market,
the United States. **Hospitals** reaches those hospitals in the U.S. meeting the highest standards of service...a market that spends 7½ billion dollars a year!



Write for our new
Comparative Circulation
Report.

HOSPITALS,
Journal of the American
Hospital Association

840 North Lake Shore Drive
Chicago 11, Illinois

HERE'S HOW BH&G RATES WITH NEW HOMEOWNERS

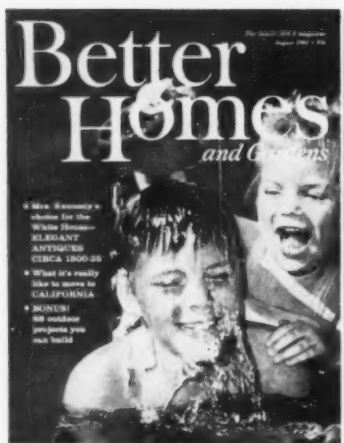
Information of value to every building materials and home

When a husband and wife are ready to buy, build, equip and furnish a house, where do they go for the facts they need to get what they want? For one thing, they read magazines. And one magazine in particular — Better Homes & Gardens.

This and many more questions are answered in "Report on Today's New-Home Market," a new and unique piece of research that presents information never before available.

For instance, who are these new homeowners? What kind of homes did they build or buy? How many bought major appliances and new furnishings? What are their plans for home improvements?

After more than two years of planning and testing, here's a report that will give you the up-to-the-minute answers on today's new-home market!



... where America shops for
ideas that make sales.

Now 9 editions and over
5,500,000 copies every month

HIGHLIGHTS: The typical new homeowner . . .

- is 36 years of age.
- has a family of 3.6 persons.
- has a median income of \$7,700.

Nearly 3 out of 10 new homes are custom built.

The median valuation (including land) is \$18,985.

The average new home has 8 rooms.

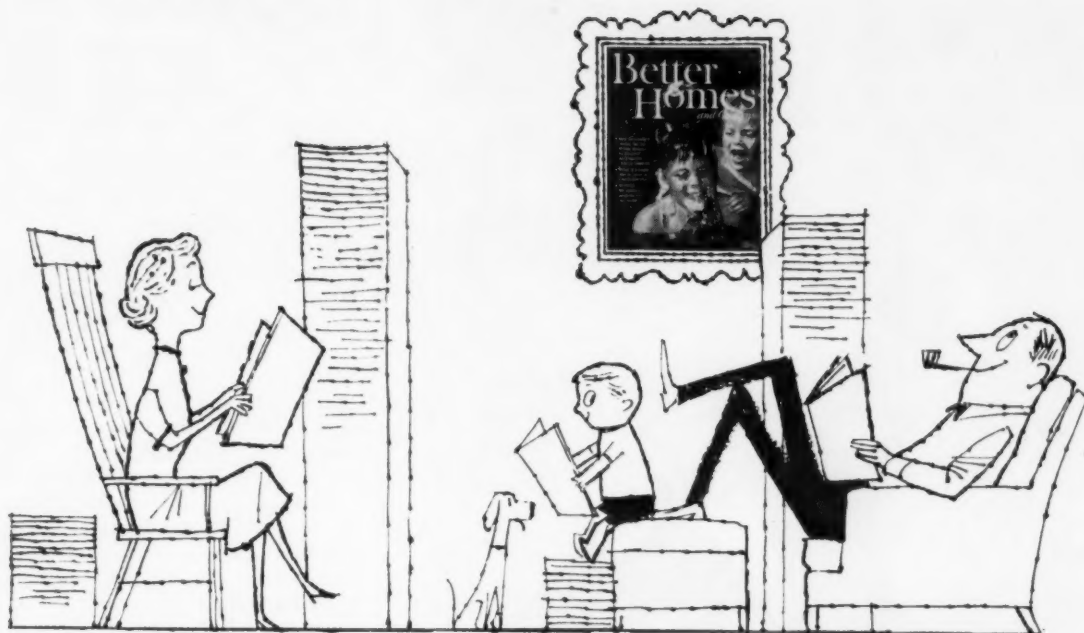
Two-thirds of the new homes have built-in ranges and ovens.

More than 5 out of 10 new homeowners bought one or more major appliances during the past 12 months.

Nearly 9 out of 10 bought new furniture, furnishings, accessories or floor coverings during the past 12 months. The median expenditure for all rooms was \$604.

8 out of 10 new homeowners plan to make one or more home improvements during the next 12 months.

Meredith of Des Moines... America's biggest publisher of ideas for today's living and tomorrow's plans



equipment manufacturer from a new independent survey

LOOK AT THESE FACTS

CLAIMED MAGAZINE READERSHIP IN PAST 30 DAYS AND SHOWED CURRENT ISSUE

MAGAZINE	PERCENT
Reader's Digest.....	28%
Life.....	22
Better Homes & Gardens.....	21*
Ladies' Home Journal.....	16
McCall's.....	16
Saturday Evening Post.....	16
Look.....	16
Good Housekeeping.....	14
American Home.....	11
House Beautiful.....	5
House & Garden.....	5
Living.....	5

*28% read Better Homes & Gardens and/or one or more of four Better Homes & Gardens Annuals (Home Furnishings Ideas, Home Improvement Ideas, Home Building Ideas and Kitchen Ideas).
Percentages are based on the 1,000 households interviewed.

FACTS ABOUT THE SURVEY. This survey was handled (field work and tabulation) by National Certified Interviews, Inc., of Chicago. The sample, designed by one of the country's leading sampling authorities, was 1,000 households in more than 20 primary areas. Both heads of the households were interviewed. Every single home was occupied by new homeowners—people who had lived there a

32% REFERRED TO BACK ISSUES OF MAGAZINES IN PAST 30 DAYS*

Of those who referred:

MAGAZINE	PERCENT **
Better Homes & Gardens.....	68%
American Home.....	29
House Beautiful.....	23
Good Housekeeping.....	20
Living.....	14
McCall's.....	12
House & Garden.....	10
Ladies' Home Journal.....	10
Life.....	4
Reader's Digest.....	3
Look.....	3
Saturday Evening Post.....	3

*Percentages are based on the 1,000 households interviewed.
**Percentages are based on the 319 households in which the husband and/or homemaker referred to a back issue of a magazine.

median time of 5 months. In order to qualify as a reader of magazines, at least one complete article was read by one or more household heads and a copy of the current issue of the magazine had to be produced for verification. As far as can be verified, this is the first time a study of this nature has been made on a nationwide basis using accepted probability sampling methods.

For the complete story and a copy of the 84-page research report, contact your nearest BH&G representative or write to: Advertising Manager, Better Homes & Gardens, Des Moines 3, Iowa.

They're in the News



Showman at Radiant

A London photographic business magazine recently called **Adolph Wertheimer** "a commanding personality with considerable charm." That was merely British understatement. For this stocky, balding tempest of a man, who has become **president of Radiant Manufacturing Corp.**, has managed — almost single-handed — to make his company into the world's largest producer of projection screens, grabbing off "62% of the world's market." And he's done it with a combination of brass, enthusiasm, ingenuity and old-fashioned salesmanship. This October marks his 25th year in the photographic industry, 20 of them with Radiant, all of them in marketing. And all of them devoted to creating a market for an accessory item low on the list of wants for photo hobbyists. Wertheimer's ace-in-sleeve is a marked ability to switch executive or showman roles at will. In '41, when he joined Radiant, its sales were \$182,000; by such devices as adding nine distributors to its own sales force, coast-to-coast telephone quiz programs to indoctrinate the dealers' salesmen with knowledge, he has pushed up the firm's sales 4,120%! An expert amateur horseman and a resident of one of Chicago's lake-front, all-glass apartment buildings, he "commutes" to Europe to keep abreast of his products' health.

Pepsi Sends in Worden's Teem

When lemon-lime's share of the total soft drink market began to bubble up a few years ago, **Pepsi-Cola** decided to take a sip. The profits tasted so good that Pepsi has formed a special company division—the **Teem Division**—to implement the marketing of Pepsi's lemon-lime drink and other new beverage products. In charge of the new products unit is a 10-year company man, 36-year-old **Robert M. Worden**, who looks like a well-knit athletic coach. He'll also be responsible for marketing **Patio**, Pepsi's line of fruit-flavored drinks. Bob Worden—whose hobby is bicycling—has been wheeling Teem since it was a mere gleam in his company's eye. Teem

was first introduced in 1959. Worden, as new products manager, has pushed things along until now Teem has 250 bottlers serving 55% of the national population. Worden started his career as a route salesman's helper, joined Pepsi in 1951 as a district manager in Columbus, Ohio. He's a walking compendium of information about soft drinks, points out that lemon-lime's share of the soft drink market has jumped almost 100% in a decade, from 8.5% to 16%. When Teem first came onto the market, Pepsi decided not to form a separate division for it until the drink got distribution to 50% of the U.S. population. That goal has been reached. What happens now is in Bob Worden's hands.





***"If only we could be
sure of sales incentives"***

United can help

Incentives can be one of management's most powerful tools in stimulating greater sales. Or—they can be simply an expensive gimmick.

The difference lies in how they are planned and used in meeting a specific problem—increasing sales, promoting good will, introducing new products, finding new customers. And this is where United Air Lines can provide such valuable service.

For example, United has a staff of trained, experienced personnel to work with you in planning incentives. It offers the world's largest jet fleet... with

jet service to more U.S. cities than any other airline. And these cities include the nation's most glamorous vacation areas, from Florida to Hawaii.

United is geared to handle all the details of air and ground transportation, too—including accommodations, sightseeing and one-ticket ticketing for groups.

If you would like to know more about how United can help you with profit-making ideas about incentives, call the nearest United Air Lines Sales Office. Or write: Director of Sales Planning, United Air Lines, Chicago 36, Ill.

WORLD'S LARGEST JET FLEET



THE EXTRA CARE AIRLINE



ANNOUNCING:

A New Series of 8 Regional Marketing Maps Based Upon Survey of Buying Power Data

You may have noticed that there are no state maps in the May 10, 1961 issue edition of the Survey of Buying Power. The reason: a research study made among "Survey" users last fall shows that 76% of them prefer loose-leaf rather than bound-in maps, because of their greater flexibility.

Typical comments: General Tire & Rubber Co., "We want loose-leaf maps because they can be brought adjacent to counties or cities I am checking." . . . Armour and Co., "We prefer separate maps." . . . Economics Laboratory, Inc., "Loose-leaf or separate maps would be most helpful in working with 'Survey.'" . . . J. M. Mathes, Inc., "Much prefer loose-leaf maps which can be moved as we are working on specific data for a county or state." . . . Kendall Co., "Your (old) 'Survey' maps are useless to us. Much prefer loose-leaf and if possible showing outline of Metropolitan County Areas."

Among other companies with executives making similar comments were Foote, Cone & Belding, W. A. Sheaffer Pen Co., Sun Electric Co., Travelers Insurance Co., Bell & Howell, Falstaff Brewing Corp., Elgin National Watch Co., Lennen & Newell, General Electric Co., Minnesota Mining & Mfg. Co., National Distillers Corp.

Sales Management's answer to this demand is outlined on the fronting page.

Full-Color Marketing Maps

For Desk or Wall

Essential data on sales and income from the May 10, 1961 Survey of Buying Power, together with official data on industrial potentials, were available about July 1 in the form of 8 original maps printed in 7 visual colors, ideal for either home office, branch or salesman use. Each map is 11x17 size, single-folded to 8½ x 11, and tabbed for convenient filing.

The U. S. A. has been broken down into 8 separate, heavy-paper, clear and legible maps covering regions as described below. Through the combination of art, type, color and symbols these easy-to-read outline maps provide essential marketing data for makers of both consumer and industrial goods and services, covering 50 states, 3,078 counties, 2,248 cities, 300 Metro County Areas.

- ▶ All 3,078 counties color-coded to show volume of retail sales, 1960; other codes show Effective Buying Income per household and counties exceeding national average in retail sales per household. Also see below for industrial data.
- ▶ Location of 2,248 cities with retail sales of \$12 million and/or population of 10,000 and up, with codes indicating population size.
- ▶ Boundaries of 300 Standard and Potential Metropolitan County Areas, with blown-up projections of high-population congested areas.
- ▶ Employment in Manufacturing Establishments, coded by 7 groupings, for all counties with 2,500 or more manufacturing employees, with counties coded for 5 divisions of Value Added by Manufacture.

Map 1. New England states: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont.

Map 2. Middle Atlantic states: New York New Jersey, Pennsylvania.

Map 3. East North Central states: Illinois, Indiana, Michigan, Ohio, Wisconsin.

Map 4. West North Central states: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota.

Map 5. Southeastern states: Alabama, Delaware, Dist. of Columbia, Florida, Georgia, Kentucky, Maryland, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, West Virginia.

Map 6. West South Central states: Arkansas, Louisiana, Oklahoma, Texas.

Map 7. Mountain states: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming.

Map 8. Far West states: California, Oregon, Washington, Hawaii, Alaska.

PRICES

Complete U.S.A. in 8 separate regional maps \$8.00.
Individual regions (order by number as above) \$1.50 each.

Books and Services Division

Sales Management

630 Third Ave., New York 17, N. Y.



Many of the above products courtesy of R. H. Macy and Company

REA EXPRESS is on the move—cuts shipping charges on 2,096 commodities—more coming!

(Is your product here?)

Now REA EXPRESS rates are lower on more than 2,000 commodities (and more to come)—even lower than motor carrier in certain preferred weight ranges. Your commodity may well be among them. And you get these other REA EXPRESS advantages: faster service... one carrier responsibility all the way



...single receipt handling wherever you ship... convenience of nationwide coverage... exclusive door to door delivery at no extra cost (within published limits in the United States). Call your local REA EXPRESS representative today. He'll be glad to give you the information on these new, low rates.

Selective Marketing Is On the Way

For some years now marketers have been racing each other to build the widest variety of product lines, to create the greatest number of products within those lines, and to satisfy every possible consumer want. This philosophy of obtaining a **little slice of every conceivable market** is still going strong in most quarters today.

But sooner or later—and it will probably be **sooner than most people think**—this trend will grind to a halt. It will be stopped by the growth of a new trend just now in its infancy. This trend will grow into a **widespread concern for selectivity in every phase of marketing**: selectivity of product lines, of models and types within lines, of advertising messages and the media that carry them, of retail outlets and, above all, differentiation among and selectivity of markets.

Today's sweeping, scatter-gun approach to marketing will by no means fall into total oblivion. It is an effective marketing technique. It may even be the best possible technique—for some kinds of products. Rich and poor, young and old, easterner and westerner must all pay about the same for identical or at least similar kinds of toothpaste, soap, corn flakes, muffin mix or any of the thousands of other inexpensive package goods that grace the shelves of our supermarkets and drug-stores.

But this approach will be **abandoned** by the hundreds of other marketers who are now using a **package-goods approach** to sell washing machines, clothing, carpets, refrigerators, autos, cameras, cabin cruisers and other high-priced items which appeal in different ways to slightly different segments of the market.

For these marketers, **across-the-board selectivity** is a must. It is the way in which they can elimi-

nate much of the **basic waste** that is now digesting greater and greater amounts of their profit.

It is wasteful, for example, for all competing marketers to try to please the entire market with essentially the same product. It is similarly wasteful to make dozens of different models of this product in the hope of having something for everyone, and then promote each model on a mass basis. And there is a basic waste involved when a teen-ager is exposed to a blitz campaign for Geritol . . . or a dog hater sees an ad for Sergeant's Flea and Tick Spray . . . or a bachelor hears a commercial for Buster Brown shoes . . . or, for that matter, whenever any group of people is exposed to promotional messages for products or services that lie well outside its sphere of interest.

In short, when all the different needs, desires, and physical, financial and psychological factors that influence buying are lumped together as one market to be met with one all-purpose product or promotional approach, the result can only be an **inefficient and ineffective conglomeration that serves no one purpose especially well**. On the other hand, any marketer who did try to adopt his present wide line to a series of individual approaches might as well kiss profits good-bye forever.

Fewer Markets, More Depth

The hope of the future, then, appears to lie in capturing **bigger pieces of fewer markets**, instead of scrambling about for a small share of every market in sight. This will require the **utmost in careful selection and differentiation**.

The first and biggest problem of selectivity is to **differentiate among markets**. This is done today to a very limited degree with such things as separation of markets by broad geographical factors.

Significant Trends

(continued)

Selectivity must go further than this. Depending on the product, markets must be split by age, by interests, by income, by education and even by such things as previous buying experience, readiness to buy and brand in current use.

Then, the **genuine needs** of each of these tightly defined segments must be identified. It must be learned whether previous purchases of the product were made because that product filled needs exactly or because it happened to be the closest thing available.

None of this is easy, and some of it is not even possible with today's research methods. But it is not until the market is fully segmented and the special needs of each group are known that an **intelligent, truly selective** decision can be made about which products will be made and how they will be promoted and sold.

Products are today determined by markets, and so they would be even after today's broad markets have been segmented. And there would probably still be a need for an inclusive, broad product appeal to accommodate the many consumers whose needs are certain **not** to fit any peculiar pattern.

Which Are Most Profitable?

But the big difference is that somebody, somewhere along the line, will have to make a decision as to **just which of the many differentiated markets it would be profitable** to enter. And, as marketing emphasis would be switched away from broad appeal to a highly selective appeal, this particular decision will be the **one that counts**. Perhaps the most difficult thing will be resisting the temptation to embrace all market segments and cater to every special need.

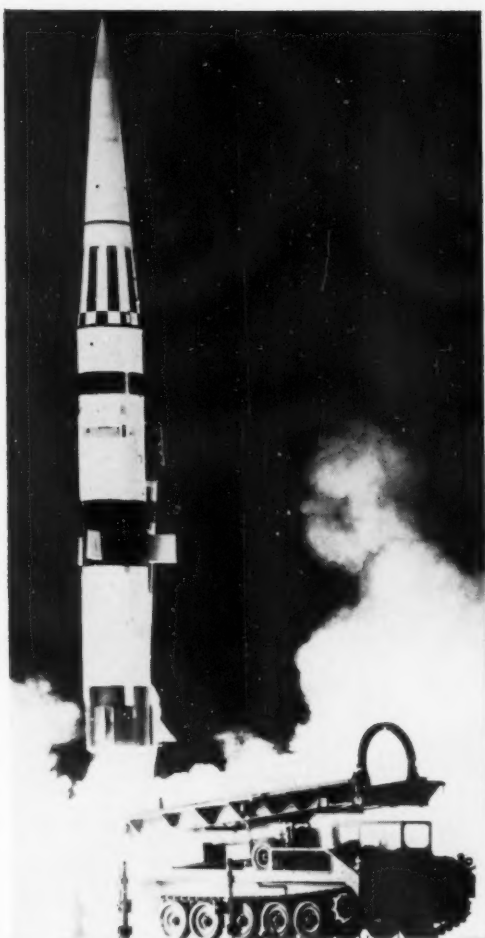
For instance, take the marketer who sells electric ranges. There are probably two dozen or more legitimate range markets. There are big families needing six-burner ranges, people living alone

who need only two burners, apartment dwellers who want ranges without extra working space on top, and those who want no ovens. Other families might take to a portable "cooking cart" for outdoor use, and some might need two ranges of entirely different capabilities for home and summer cottage use. Some want wall ovens, built-in rotisseries, or bigger broilers, and some do not. And some will want free-standing models and others, built-ins. Once the market for each is identified—who the people are, where they are, and how many of them there are—it becomes necessary to determine whether or not it is profitable to tailor-make the product to fit them. Obviously, in many cases it will not be.

But when it is, it will be up to the marketer to not only discover that market but to **capture it as completely as possible**.

To do this, the marketer needs a **more efficient promotional program** as well as a better product line. But he has one important thing in his favor: by identifying his market and tailoring his product, he has learned **to whom** he is talking and **what he must say**. He still must face the problem of selecting his media and improving his timing. He must know how his product is regarded every step of the way, from its introduction as something new to its ultimate place as a standard product, and select his promotional message accordingly. And he must at all times leave no doubt in the consumer's mind as to whether or not a particular message is aimed at **his corner of the market**.

In some ways, the growth of selectivity will take on the appearance of a **battle among market researchers** as competing teams dissect markets looking for correlations and untapped potential. But it is definitely an evolutionary, rather than revolutionary, trend. As such, it will be relatively painless, even hardly noticeable. The important thing is that it get rolling soon, before **low profits, and not choice, slash back the breadth of marketing's world**.



THE MARTIN COMPANY

*found that,
in the newsweekly field,*

NEWSWEEK REACHES

INFLUENTIAL

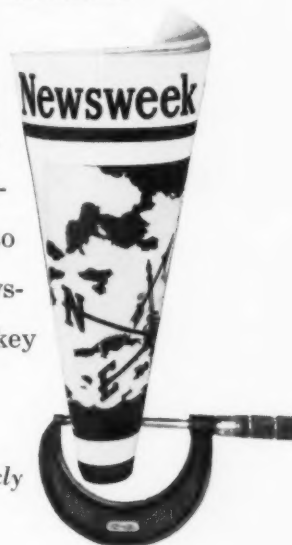
"PUBLICS"

MOST EFFICIENTLY!

The Martin Company, rockets and missiles manufacturer, in co-operation with Newsweek, recently completed its own marketing and readership study. Martin selected the influential groups to be surveyed.

The results shown at the left reconfirmed this fact:

By industry's own measurement, Newsweek proves to be the most efficient newsweekly in reaching the key decision-makers.



THE MARTIN COMPANY

	% COVERAGE (Base: 1,248)	COST PER MENTION *
NEWSWEEK	40.1	\$15.60
U.S. NEWS & WORLD REPORT	31.1	16.35
TIME	53.8	21.28

* derived by dividing each magazine's number of mentions into its current black-and-white page rate

Newsweek... by industry's own measurements... the most efficient newsweekly

INSIDE SOLID CINCINNATI:



"I'll bet Daddy's glad we're one of those Cincinnati Enquirer families — with \$600 a year more to spend than the average Cincinnati family."

.....SOLID CINCINNATI READS THE CINCINNATI ENQUIRER



Daily Enquirer families *make more, need more, spend more.* You're in *solid* with them when you advertise in their newspaper...the Cincinnati Daily Enquirer. For more facts on the *market-that-matters* in Cincinnati, write the Cincinnati Enquirer's Research Department for the latest Top Ten Brands survey.

Represented by Moloney, Regan & Schmitt, Inc.

Do housewives
a favor and watch
the sales go up.
New polyethylene
bags by
Dobeckmun
create new
economies for
housewife and
packer alike!
Easy way to
capitalize on
new individual
quick freeze
techniques.
Just ask Ore-Ida!



packages for performance

DOBECKMUN

New polyethylene bags take special film that's tough enough to avoid breakage and can survive long distance shipping... beautifully. That's transparent enough to take the harsh light of commercial freezer cases and still present fruits and vegetables at their persuasive best. That's economical enough to be practical for almost any length run. And Dobeckmun gives you the vital extra ingredient of creative originality that gives your package the extra profit potential you need to compete. For new packaging success in food, textiles, paper and your products—call us today! THE DOBECKMUN COMPANY, A Division of The Dow Chemical Company, Cleveland 1, Ohio • Berkeley 10, California • Offices in most principal cities.

IF YOU NOW
or ever will
BUY BINDERS

...we'll send you this invaluable
**VPD SALES BINDER
REFERENCE BOOK**



400
"ready-made"
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HELPS YOU TO...

CUT BINDER COSTS DRASTICALLY — ready-made VPD BINDERS are far less expensive than custom-made jobs.

DEVELOP PRESENTATIONS FASTER, MORE EASILY — you can select a style and size (7 x 5 up to 24 x 18) from over 400 different "in stock" VPD binders immediately and tailor presentations material to it.

ELIMINATE WORK, HEADACHES — no nuisance of "working out" a binder, no time wasted explaining specifications, approving samples. Just look thru VPD REFERENCE BOOK and select.

MEET DEADLINES EASILY — all VPD BINDERS are ready for immediate delivery from your stationer.

**Write now for your free
copy of the #10
VPD Binder Reference Book**

JOSHUA MEIER COMPANY, INC.

601 WEST 26TH STREET, NEW YORK 1, N. Y.
MANUFACTURERS OF SALES BINDERS SINCE 1933

TRUCE DECLARED

New York—While it may confuse a few consumers, the current campaign sponsored by sometime-competitors American Cyanamid and Union Carbide is calculated to sell a product they both have a large stake in.

The rivals will join with Collins & Aikman to sell that company's Cloud 9 rugs made of 60% American Cyanamid Creslan acrylic fiber and 40% Union Carbide Dynel modacrylic. American Cyanamid will run TV spots in 20 marketing areas and support them with local newspaper ads during the week of Oct. 9. The following week, Union Carbide will hit 138 ABC-TV stations with one-minute commercials plugging the same product.

DEFENSE MARKETS

New York—Estimated defense expenditures of \$48 billion for 1961 are already stimulating new business.

Market research and consultant firms are finding a market for their services in the needs of companies new to defense industries. One such firm, George N. Kahn Co., Inc., recently expanded its Defense Contracts Division to take care of the new business.

The market specialists will help companies determine which of their products or services have defense industry applications, where and how to go about marketing them, and how to meet government specifications on testing procedures, bidding, etc.

WHAT RECESSION?

Akron, Ohio—Few companies will deny that around the first quarter of this year they were worried—if not actually in trouble. But the Mohawk Rubber Co. acted blithely unaware of the recession and came up smelling like a rose.

Leading in the tire industry's six month report, the company bounced sales up 4% and earnings up 44%. Net profits for the six month period ending June 20 totaled \$893,000 on \$16,472,000 in sales. During the season when U.S. Rubber Co. sales were off 7%, B. F. Goodrich's off 8.3%,

MARKETING

and almost all tire makers showed up poorly, the little company's growth rate put most of the industry in the shade.

The reason: When many companies were cutting ad budgets, cutting back on inventories and sales personnel, Mohawk ignored the recession. The company increased its traditionally low ad budget, expanded its sales force and even installed additional production equipment in its plants. When the industry started climbing again in the second quarter, everyone else had to change pace while Mohawk was already in high gear.

Moral: It could be something like: "Recession's what you make it."

NEW ENGLAND TALLIES

Boston—How's your distribution in New England?

The twenty-third annual survey of retail distribution of grocery store products (recently published by New England Newspapers Advertising Bureau) may tell you. The study covers 48 New England markets accounting for more than 75% of the region's total retail grocery store sales. The seven new areas in this year's survey resulted from an increase in bureau membership.

Other changes in the '61 study include the addition of four new classification groups: low-calorie salad dressings, spray starches, extracts, and sanitary products. This brings the to-

The Survey Says*

Average Family Spends 11%
more on Furniture—Appliances

\$176

\$196

Ten Years Ago

Today

*Sales in Furniture—Household—Radio Stores
as shown in Sales Management's 1952 and
1961 Survey of Retailing Pages

Sales Management SEPTEMBER 1, 1961

on the *MOVE*

tal number of classifications to 94, covering 583 brands.

Copies may be obtained from Kenneth L. MacMannis, NENAB, 515 Statler Bldg., Boston 16, Mass.



HOME-MADE WATER

Chicago—For those who like their whiskey watered—whoever they may be—the De-I Co. offers a kit to make “instant bottled hi-ball water.”

Called the Home-Bar Water De-Ionizer, the kit includes a permanent cylinder, six de-ionizing cartridges, and a half-gallon “branchwater” container. The device removes minerals from tapwater, thus making the water acceptable to the bourbon-and-branch purists.

NEW TIME MACHINE

New York—An industry-wide system of automated billing and processing for radio and television broadcast orders is being introduced by Broadcast Clearing House, Inc. Its main feature will be a “one bill-one payment” system for the advertising agency, station and station representative.

BCH officials say the system will cut through the industry’s “paper jungle” by making buying, processing and policing of broadcast spot times less costly and complicated. The data processing itself will be handled by the Bank of America.

NO HALF-WAY MEASURES

New York—“If you do a thing at all, do it big,” seems to be the attitude at Bigelow Rugs and Carpets.

The company raised rug maker eye-

brows and cracked the floor covering industry’s traditional resistance to premiums in a big way with the introduction of its \$52.50 silver tea service premium. It’s reportedly the first offer ever to be made by a rug maker. Consumers can get the four-piece set for \$19.95 plus the purchase receipt for any Bigelow carpet 9 by 12 feet or larger.

The promotion starts this month with a full-page four-color ad in McCall’s.

ADVERTISING U.S.

Washington, D.C.—The government’s new tourist promotion program has got off the ground with the announcement that four large-sized agencies are to be given the chance to start organizing the program. The Secretary of Commerce announced that soon he will begin “contract negotiations for market research and related studies” with Batten, Barton, Durstine & Osborn, Inc.; International; Interpublic, Inc.; Kenyon and Eckhardt, Inc.; and J. Walter Thompson Co. The four were chosen from 30 ad and public relations companies that competed for the account. Some agency people expressed surprise and disappointment that the government deferred appointing an agency to represent the U.S. Travel Service on a world-wide basis.

AD ROSTERING

New York—The American Assn. of Advertising Agencies has just issued its 1961-62 “Roster and Organization.” It lists 338 member agencies operating 735 offices in 112 U.S. cities and in 55 cities outside the U.S. The AAAA reports that this is a record number of offices and cities for member agencies, which handle about three-fourths of all advertising agency volume in the U.S.

On another front, field work has been completed on a depth study among selected opinion leaders on their attitudes toward advertising, the first priority of the AAAA public relations program for advertising. The purpose of the research is to explore the premise that the main problem of

Advertisement

How to Cut Complaints to 1/10 of 1%!

by Donald L. Spotts



Over the years, we have come to pay healthy respect to “customer complaints” on self-liquidating premium offers... since this area is a key to good — or bad will!

Naturally, mistakes are bound to occur whenever the human element and the law of averages are constantly at work. But, it is our belief at SMC that frequency of complaints can be shaved down.

With this in mind, an intensive study by our research department analyzed hundreds of national and regional deals that we have handled over the years. The results of the study showed that 97% of errors that cause complaints occur within the 5 stages inherent in the mailing operation! Remove the possibility of errors in these 5 areas, and, in an adult premium promotion you have removed all but 3% of the problems that occur in complaints! Children’s premium deals can run higher and usually do, since poor penmanship on the part of the kids makes the mailing house job sometimes next to impossible.

Strict controls within the mailing organization are a must. Then too, you must make sure there is adequate supply of the premium item, and that it is worth the money the customer is paying for it. But, properly handled by a concern that concerns itself with your customer good-will, the promotion should have complaints down to the one-tenth-of-one-percent level!

Many of our clients have been amazed with low-complaint SMC service! Why not amaze us, by calling me personally (collect, of course!) at

Spotts Mailing Corporation

2402 University Avenue

St. Paul 4, Minnesota

MI 5-5841

MI 5-5842

ideas that sell at the point of sale

Featured here is the result of complete *one-stop* display service at CSP—an entire coordinated display promotion for U.S. RUBBER, celebrating their Golden Jubilee. It is now being shown at tire dealers across the nation. *Your own* pay-off advertising at the point of sale can be made more effective through the complete *one-stop* display service of CSP. That's because we have complete facilities to do the whole job—create, design, produce—a *single* display, a *special* or *seasonal* promotion, or a *year-round* program. We also produce displays of *every* material—you name it—and complete dealer kits, too! Whatever your product or market, we can do the whole job—from idea to distribution—and do it *better!* For new brochure packed with ideas that sell, write us. 2635 North Kildare, Chicago 39, Ill.



Complete U.S. Rubber Dealer Kit



Exciting Window and Store Front Displays

**A TYPICAL
DEALER KIT
DESIGNED AND
PRODUCED BY
CHICAGO SHOW**

**FOR INSURED
SALES RESULTS**



**AMERICA'S
ONE-STOP
POINT-OF-SALE
CENTER**



Big, Colorful Outdoor Banner



Complete Show Room Materials



Hard Sell Facts

ONE STOP

Marketing on the Move

(continued)

advertising is not with the general public, but with the criticisms of it that stem from "thought leader groups."

MORE GOING ABROAD

Detroit—Anticipation that more American business will be going into overseas markets is still sparking a trend to international editions among American media.

Latest to join the tide is *Production*, a manufacturing magazine published by Bramson Publishing Co. The first international edition will appear in December to circulate among mass production metal-working firms.

The countries it will go to: Great Britain, West Germany, France, Italy, the Benelux countries, Denmark, Sweden, Norway, Finland, Austria, Switzerland, Australia and Japan.

RULES NOW IN EFFECT

Washington, D.C.—This Sunday the lid will come down on deceptive advertising practices in the pleasure boat industry. That's when the trade practice rules issued by FTC Aug. 4 become effective.

They'll crack down on deceptive speed, maintenance, and measurement claims. They'll also outlaw illustrations which create false impressions of: a boat's passenger or property load capacity, the maximum weight and horsepower, or the motors with which it may be safely equipped.

They will apply to manufacturers, sellers, and distributors of boats under 65 feet in length. Equipment installed on such boats when they are offered for sale is also affected.

Copies of the rules are available from FTC upon request.

HOTELS ON TV

New York—The apparent success of Sheraton Corp. with its coast-to-coast spot-TV campaign may coax other hotel companies to try national TV.

Last year the corporation decided to split approximately \$1 million between radio and TV. Reportedly the first hotel company to do so, Sheraton began using one-minute and 20-second TV spots on a national basis.

These "Boxcars" Win!



San Jose School Enrollment Doubles In Six Years!

Double Sixes may be a loser on the crap tables, but it's a winner in Metropolitan San Jose. In six short years school enrollment has doubled to 173,589!

Add to this 41,700 students who will attend local colleges this Fall, and you've a big reason why Metropolitan San Jose is flourishing.

But it's just one reason — for the full story, write us or ask your nearest Ridder-Johns office. Cash in on our Billion \$ Bundle of Buyers!

Remember, when you want to sell, just "Look Ahead—Look to San Jose!"

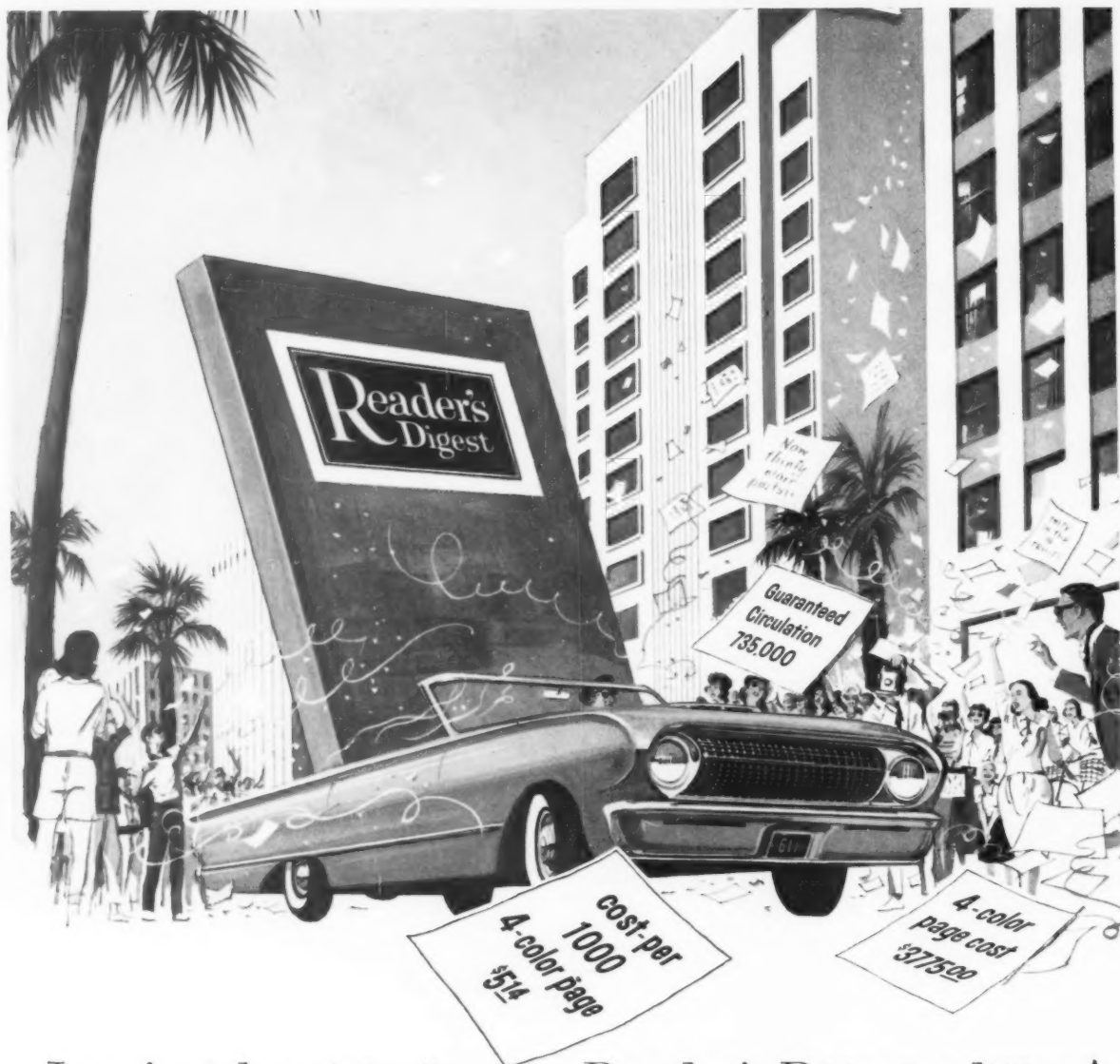
San Jose

Mercury and News

Represented Nationally by Ridder-Johns, Inc.

A Ridder Newspaper

Member, Metro Sunday Comic Network



Los Angeles gets its own Reader's Digest edition!



For full information on the new Los Angeles Metropolitan edition or any of the seven other Digest regional editions, write Fred D. Thompson, Advertising Director, Reader's Digest, 270 Park Ave., New York 17.

Beginning with the January, 1962, issue of Reader's Digest, you will be able to sell more, and more efficiently, in the rich, highly competitive Los Angeles market. The six counties covered by this new edition are illustrated on the left. Now you can have consistent advertising coverage, with no waste, in over 28 per cent of the households in each county.

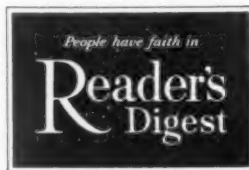
What's more, Digest readers are better educated and have more money to spend than the average. *Evidence:* Politz research shows that 45.3 per cent of all the U. S. adults who went to college read an average issue of the Digest. So do members of 59 per cent of all households with incomes over \$10,000.

Here are rate and circulation highlights for all eight Digest regional editions in 1962:

Region	Circulation	Cost 4/c page
NORTHEAST	2,300,000	\$10.260
METRO. N. Y.	1,150,000	6.270
GREAT LAKES	2,650,000	11.925
SOUTHERN	1,450,000	7.730
NORTH CENTRAL	1,350,000	7.975
SOUTHWEST	1,000,000	5.890
PACIFIC	1,365,000	6.625
METRO. L. A.	735,000	3.775

\$9,984.00
combination discount

1962
U.S. circulation
guarantee:
13,300,000



What Are We Waiting For?

The need for salesmen is critical. American business has neither the quantity nor the quality of salesmen that it needs to effectively, efficiently and profitably market the goods and services that it creates. Why? Because despite a lot of lip-service—including high-toned editorials by this publication—it has failed miserably in the job of “selling” selling. Our youngsters know nothing about the advantages of a career in selling. They know what retail clerks do and what they earn; they know about door-to-door salesmen. But they haven’t the slightest idea about the opportunities and rewards that exist for them in industry.

But, what is being done about it? Sure, some companies have fancy, enticing recruitment programs that get the cream of those youngsters who have somehow acquired an interest in selling. But, who is really doing anything to create that interest among the millions of other students who are right now deciding on a career? The answer is: no one.

The inspiration for this editorial is a letter that we received from J. W. Moore of The J. W. Moore Co., of New Orleans. Mr. Moore wrote:

“Let’s get out a pamphlet on the subject of ‘Salesmanship as a Career’; get businessmen to pay for its publication, and put these booklets into the hands of every high school senior in the country, and see that every college student up to the junior year gets a copy.

“Now, let’s go! There may be a better way, but until we find it, I am ready to put out for this one.”

Mr. Moore goes on to volunteer starting the ball rolling. We commend him and thank him for giving us a needed kick. We join him in saying, “Now, let’s go.”

But, we recognize that to do the job properly will take a lot of money, a lot of time and real organiza-

tion. Each year there are some 700,000 male high school seniors who should be reached. Total male college enrollment at present is in excess of two million. So, at least one million male students could and should be reached annually.

If the booklets were to cost as little as 10 cents apiece, and if their distribution were free, it would take a budget of better than \$100,000 to do the job. This is no small undertaking.

We feel that the job is worth doing and that the cost, while large in dollars, is small in relation to the long-term values that would be achieved. We want to see this project get started right away and we will do everything we can to get the show on the road.

Sales Management proposes: Interested sales executives—and actually there should be no exception—are urged to write us a letter right now pledging that their companies will contribute a sum of money to support this project. We suggest \$25 for each company salesman, perhaps a top of \$2,500. (Sales Management has already set aside \$1,000 as the kick-off contribution.) Then, any sales executive interested in participating actively, should so indicate in his letter.

When \$50,000 in pledges has been received, we will assemble a group of interested executives to meet in our offices and a committee will be created with the following tasks: (a) to hire one person and secretary to execute the program; (b) to arrange for the writing and publication of the booklet; (c) to seek the assistance of various organizations to help in its dissemination; (d) to continue the solicitation of funds; (e) to explore other methods of “selling” selling, such as a film.

Send your pledge immediately. Write Philip Salisbury, Editor, Sales Management, 630 Third Ave., New York 17, N. Y. Let’s go!

**This is just one of the
faces of Florence**

Florence has more than beauty.
Florence has the vitality of the new South,
the scope of fertile fields, the energy of
industry. And Florence has WBTW,
a television station whose signal
unifies the fifth largest single-
station market in the nation.



Florence, South Carolina

*Channel 8 • Maximum power • Maximum value
Represented nationally by Young Television Corp.*



A Jefferson Standard station affiliated with
WBT and WBTW, Charlotte

Marketing Newsletter

FTC

a new probe
and a new prober

The much harried drug industry recently found itself looking down the barrel of another big Government gun as 37 manufacturers and distributors were hit with the Federal Trade Commission's now-famous Section 6 mail-order questionnaires. The object: to force the industry to disclose any and all unfair marketing practices, especially reduced prices and other forms of preferential treatment afforded to certain customers.

This is what the FTC is asking for: total volume sales of certain classes of prescription drugs; a complete list and description of the dosage forms and package sizes they come in; full information as to size and type of sales force selling these products, complete with job descriptions; a list of all customer classes used for pricing and the amount of discount given each; complete information as to all forms of non-cash allowances, services, co-op advertising, etc., and which customers get what; copies of ads; samples of drug labels; and details of transactions with customers in selected market areas.

For those who might feel that FTC is becoming a detective agency for the Kefauver subcommittee, the Commission says " 'tain't so." This probe is supposedly a hangover from the "soft" old days of the Republican regime.

Lending weight to FTC's current "you haven't seen anything yet" attitude is the fact that the agency will soon be stiffened when hard-hitting Democrat Everette MacIntyre replaces Republican Commissioner Robert T. Secrest, whose term is expiring. An old-time staffer at FTC, MacIntyre spent the Eisenhower years sharpening his appreciation of the little man as counsel of Rep. Wright Patman's (D., Tex.) House Small Business Committee. He pins on his new badge Sept. 26.

PRICING

another list price
bites the dust

Those who want to see what a list price looks like had better look soon. Now Whirlpool adds its name to the growing list of marketers who have abolished all manufacturers' list prices and, in so doing, acts as harbinger for still more of the big appliance makers.

Whirlpool's problem is not uncommon: while the company still feels its products are worth every penny of list, it is forced to admit that retail price donnybrooks have irreparably widened the gap between list price and the going price. The danger here is that the manufacturer is guilty if the Government rules that he has been giving retailers ammunition for phony price cut claims.

INFORMATION

Commerce Dept. to
promote its services

Giant, sprawling U.S. Department of Commerce is probably best known for two of its offspring, the Weather Bureau and the Census. But it is first and foremost the home of what is surely the world's biggest collection of important business information and statistics, and businessman-turned-public-servant Secretary Luther H. Hodges intends to see that it gets used. Beginning immediately, Secretary Hodges will go all-out to inform American businessmen of the wide range of services he offers.

Spearheading the campaign will be a series of businesspaper ads designed by the service-oriented Advertising Council. Fresh from its anti-recession "Confidence in a Growing America" program, the Council will promote the department's services under a "Now's the Time to Get Growing in a Growing America" theme.

Among the services to be stressed: everything from weather forecasts to block-by-block city analyses for domestic marketing; detailed information on market potentials, channels of distribution, etc., for overseas marketing; community development aids; and news about Government patents and technical research. The department's 33 field offices will be billed as sources of this business help.

IMPORTS

steelmakers, labor,
hit import curbs

In spite of still-receding profits and some mounting protectionist pressure, it appears that most big industry groups will hold firm to their enlightened stand against stiffer protective tariffs. Latest evidence came when R. Conrad Cooper, exec v-p of U.S. Steel, testified against import curbs at a House Labor Subcommittee hearing. And, in a rare moment of accord, Mr. Cooper's views were supported by Steelworkers' spokesman Meyer Bernstein.

Both interests have opposed protectionism before, but this testimony is still significant because (1) it demonstrates the kind of power that protectionist Congressmen will have to buck when they attempt to kill renewal of the Reciprocal Trade Act next year; and (2) it demonstrates steel's willingness to fight its own battles (hopefully with the help of more liberal tax rules on depreciation) despite the fact that '60 was the third straight year that steel imports topped exports and that a price hike seems probable soon.

CONFERENCE

Boston Conference again
offers top program

One of America's finest marketing seminars, the Boston Conference on Distribution, will offer a top-flight program again this year. Key executives like E. F. Buryan, president of Motec Industries; Crowds Baker, president of Sears, Roebuck; Leonard Truesdell, president of Zenith Sales Corp.; Harry Harding, exec v-p of Young & Rubicam; and many others will speak on such significant subjects as the Advertising Dilemma and Problems and Opportunities of Corporate Growth. Statler Hilton Hotel, Boston, Oct. 16 and 17.

We'll send you one test roll of V cellophane, one 4¢ stamp, one sheet of paper, one self-addressed envelope and one pencil.



Run the cellophane off on your own equipment. Or on your converter's. If you don't find that it's the best cellophane ever made for premium baked foods, write us a nasty letter. (It won't even cost you a 4¢ stamp.)

We think you'll find that V prints, machines and seals with the bare minimum of production problems. That its shelf appearance has the magic for turning a stray glance into an impulse. And V's polymer coating—virtually unaffected by the heat and chemicals of printing—shuts in needed moisture, along with all the tang and savor you've put into your product. It's so good at this, in fact, that we actually believe you'll end up sending us a *complimentary* letter.

But don't do it just to be nice.

Test rolls supplied through any Olin sales representative or your converter in accordance with our usual policy.

PACKAGING DIVISION **Olin**
Film Operations, 460 Park Avenue, New York 22, N. Y.





James J. Ling, Chairman of the Executive Committee, Ling-Temco-Vought, Inc., inspects his company's environmental testing equipment.

"Environmental testing, like advertising, is essential"

"Environmental tests that simulate actual operating conditions are essential to the development and manufacture of our electronic components and systems.

"Advertising in leading business publications serving our major markets is equally essential. Through our advertising we are building corporate identity that helps promote our diversified

line and pave the way for new product developments and increased sales."

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More than one million key men in business and industry pay to read McGraw-Hill publications.

Spot new sales opportunities . . .



with **American Credit Insurance**

While it covers your receivables during the period of risk, commercial credit insurance provides new sales opportunities, too. With an ACI policy, you can confidently *add more* good customers, *sell more* to present customers.

Title passes to the purchaser the moment your product is shipped. From that point on, the sound-

est protection for your accounts receivable . . . for all the working capital and profit your product represents . . . is the new and broader coverage of American Credit Insurance. Today, as for 68 years, an ACI policy is important to sales progress and good financial management. *Call your insurance agent . . . or the local office of American Credit Insurance.*

12 WAYS CREDIT INSURANCE CAN HELP YOUR BUSINESS

Its advantages are spelled out in a helpful ACI booklet, yours for the asking. Write AMERICAN CREDIT INSURANCE, Dept. 59, 300 St. Paul Place, Baltimore 2, Md.

A subsidiary of COMMERCIAL CREDIT COMPANY, which has assets of over two billion dollars.



THE FAMILY IDEA MAGAZINE

They spring at you from every page of Better Homes and Gardens. Ideas! Just glance through a copy. You'll find ideas about food, furnishings, building, gardening, travel and *purposeful puttering*—all compellingly presented to interest you, your wife, *anyone* wrapped up in family living.

Nearly 15 million adult men and women—like *that*—turn to the pages of BH&G month after month. Actually, during the year, a *third of America*—the family-centered, top-spending third—looks to Better Homes and Gardens for ideas about what to do and what to buy for a happier family life, at home or away from home.

And all this makes BH&G a very, very profitable place for advertisers to display what they want to sell. *Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*

*Where America
shops for IDEAS
that make SALES*

Better Homes & Gardens

The family IDEA
September 1961



1961 IDEA HOMES

- ROSES arranged 3 ways
- Why move to ARIZONA?
- Counter-top cookery

Are you helping
the Reds bury
your children?

NOW 9 EDITIONS AND OVER 5,250,000 COPIES EVERY MONTH



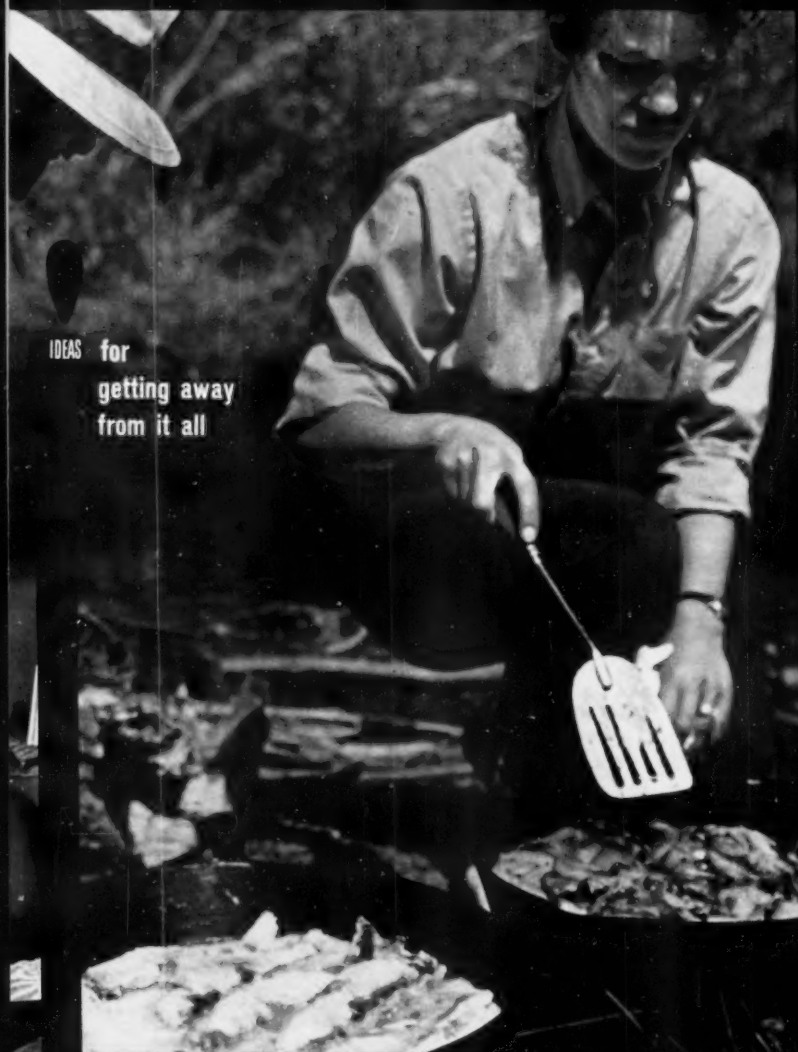
IDEAS for statue seekers' bathrooms



IDEAS that'll frost you on hot summer days



IDEAS to help make a house a home



IDEAS for
getting away
from it all

IDEAS IN ACTION



**A gracious look can be
a part of even the
most modern kitchen**

The kitchen is probably your most modern room—but it can still look traditional. Here, bold color and American primitive paintings set the mood in a kitchen eating area.



**Have an indoor winter
plant that can “summer”
in the patio**

For a strong accent, use the elegant *Licuala*. The pleated fans can reach 2-3 feet in width, creating that bold, massive effect that is so often needed. *Licuala* is a prize palm for a pot, which you can move to the patio or sink in the ground during the summer for a lush, naturalistic touch of the tropics.

Planning a promotion in the Pacific Northwest?

think
twice
about
Tacoma

**Retail
Sales
\$364
Million**



Washington State's Puget Sound Circle is a vital, growing, concentrated market. In selling this market, your distribution, sales, and merchandising forces cover both Seattle and Tacoma. Your advertising must do the same. That means Tacoma is an essential buy on every Pacific Northwest newspaper schedule!

- 1.** Tacoma *must* be covered if you want full selling effectiveness in the Puget Sound Circle—biggest market north of San Francisco.
- 2.** Tacoma can be covered only by the Tacoma News Tribune—delivering 82.1%* coverage of the metro area. No outside daily (or combination) can provide you with merchandisable coverage in the Tacoma market.

*Newspaper Rates and Data

TACOMA NEWS TRIBUNE—An "A" schedule *must*. Circulation now more than 86,000. Ask the man from Sawyer-Ferguson-Walker Company.



What's Your **MARKETING STRATEGY** *for 1962?*

Your competitors know what to do for 1962; do you?

Amidst all kinds of hopeful—and contradictory—statements, many a sales executive finds himself unable to reconcile his own sales curve with what "they say" industry in general is doing or is about to do. He may find that one of two conditions—either of which is an indication of trouble somewhere—prevails in his firm:

- The company's sales continue to decline, despite the national economic upturn.
- The company's sales are static, despite the industry's upturn.

On the following pages Professor Hector Lazo outlines how management can look behind the scenes to determine the cause of such an atypical sales curve, before attempting to take corrective measures.

(continued on next page)

What's Your **MARKETING STRATEGY** for 1962?

(continued)

"That late lamented recession may be over for most people, but our sales are still down. We have to do something." These words, spoken by the marketing v-p of a fine paper mill, typify the comments of sales chiefs in many industries.

For such executives there are at least eight possible trouble areas. Which one, or combination, is most applicable depends naturally on many tangibles and intangibles with which only the individual marketing executive is familiar. But here are eight areas worth investigating:

1. Your company's sales policies. Many a manager changed his policies, terms of sale, even channels, in the waning years of the 1950's. Surely what worked then, after the 1957-58 recession, should work now. But will it? Conditions have changed; and many of the things that worked then simply do not work now. What is more important, they will not work tomorrow. How realistic are your policies in the light of today's changed markets? And how about 1962, which is just around the corner?

2. Your market coverage. This is all important. You have new facts and figures now in Sales Management's 1961 Survey of Buying Power. Are you using this new information? Did you know, for example, that almost one out of every eight households in the U.S. has an income of over \$10,000? That almost seven out of every ten households have incomes of over \$4,000 (where discretionary buying power starts)? Did you know that, according to Federal Reserve figures, the 35% of families that have incomes of \$7,500 or more have 61% of all the spending money and annually spend 90% or more of it—and have spent as much as 97% of it? Are you familiar with the inexorable 25/75 ratio? (more on that to follow).

3. Your sales organization. The rapid spread of "the marketing concept," particularly the recognition by top management of the need for such a conceptual approach to future marketing operations, calls, in many instances, for a revamping of the total marketing setup, including headquarters and field organizations. How long since you revamped yours? Is it adequate today? Is it good enough for tomorrow? Some of your most important competitors are changing theirs; what assurance do you have that yours is—and will be—"good enough" in 1962?

4. Your company support. In spite of good resolves after the 1957-58 recession, many companies trimmed their advertising and promotion budgets in late 1960 and early 1961. Was your company one of these—cutting down on support effort when more was needed? And did you also postpone that new product or new package, thinking you could safely wait for the upturn? Six out of every ten of your major competitors

did not think so. Are they now forging ahead—at your expense, because you waited?

5. The industry trend. There is no denying that some industries are simply not making the progress shown by some of the newer and more promising ones. The indiscriminate boom prophesied in major appliances, for example, has not materialized; there are signs that in some lines there may be saturation or near saturation, and that future business must necessarily be predominantly replacement business. Consumer buying habits and status symbols are changing. Where does your product fit into the picture?

6. General economic conditions. By now everybody knows that the "Soaring Sixties" are taking their sweet time to orbit. But there is no question whatever as to the inevitability of the upward surge, barring international catastrophe. The history of America in the 20th century is a steady, year-after-year rise of 3%, the average between 1900 and 1960.

In some lines of business—metalworking, for example, machinery, heavy equipment—the correlation between general economic conditions and total sales is almost mathematically predictable. In all lines of business, the general conditions of the country play a major role. What facilities do you have for economic forecasting and for interpreting these forecasts?

7. The political climate. What happens on the Potomac affects every industry, directly or indirectly. Whether business is responsible or not, major changes in the political climate towards business are in the making in Washington. All is definitely not quiet along the Potomac. How closely do you keep in touch with the marketing implications of these changes? Are you relying entirely on legal opinion of what the law means, or are you translating this into realistic trade practice? The alert marketing manager will follow the sales implications of this activity.

8. Your company image. Certainly no one needs to be told today that what the public thinks of your company influences that highly sensitive sales curve. Your salesmen are, for a majority of your customers, the company; what are you doing to make sure that they make the right impression?

The Static Sales Curve

You may not be losing any more sales. You are holding your own. But your major competitors and the industry as a whole have started forward again, in some instances vigorously. Where does that leave you?

Those same eight possible trouble spots may give you the answer. But if not, consider three additional ones in the field sales area:

1. Your salesmen's selling techniques. Soft sell, hard sell, tired sell, no sell—what kind of tactics are your

men employing? Have you visited the field recently and seen them work? What are your competitors doing?

2. Buying contacts. Lack of penetration, failure to see "the right guy," the buying committee, multiple buying influences that are unknown or refuse to talk to the salesman—all indicate the need for attention to your buying contacts. A recent study indicates that as many as six out of ten calls may be wasted . . . that 50% or more of the buying influences are not contacted by salesmen, even the good salesmen. What are you doing about this?

3. Territorial coverage. This is a real bearcat. Here the new Census and the new Survey of Buying Power

can be worth their weight in gold to you. Do you know what you have available? How to use this information? All your planning—product planning and development, strategy, marketing program—gets its final test in the market place. Whether it is a seller's market or a buyer's market, the customer must be served—where he wants, when he wants, and how he wants. Do you know where this is? Why not? Your competitor knows where to get to him, you can certainly bet on that!

► Whatever your answers to the above points, as you map your marketing strategy for 1962, consider the following three factors. They apply to every marketer,

MEASURING MARKETS with the 'SURVEY'

To evaluate markets, thousands of sales executives turn to Sales Management's annual Survey of Buying Power. The Survey's exclusive estimates of population, retail sales, and Effective Buying Income by market areas are the marketing profession's most useful measuring stick of sales potentials. Time and time again they are used to indicate the too-costly and inefficient areas in the field selling effort.

For Quotas and Budgets

Companies selling consumer goods rely on Survey data in setting sales quotas. They locate sales soft spots by comparing their sales figures with Survey figures on population, on retail sales, or Effective Buying Income in various market areas. Other favorite uses in field selling are in planning distribution, determining market potential, mapping sales territories. (The Survey, of course, is also a prime tool in allocating the advertising dollar.)

To Improve Selling Costs

Marketers of any type of consumer product can turn to the Survey for exclusive estimates of vital market facts that have a long record of proved accuracy. One or all of three major factors—population, income, and sales—are available to the sales exec who seeks to improve his field selling costs.

The population factor is, of course, used by the marketer of a general-use, popular-price type of standard product,

one whose sales might be expected to follow the distribution of population. Here the Survey gives population figures for cities, counties, and metropolitan areas ranked by size. It gives total retail sales, the percent that these retail sales are of total U.S. sales. It also tells how much each family spends for retail purchases.

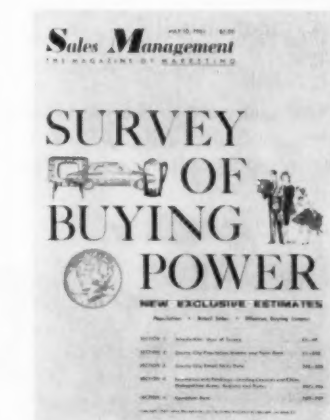
The income factor comes into play in the case of higher-priced products, often the ones that bid for the consumer's discretionary dollar. The best markets for such products can be pinpointed by referring to the Survey's income breakdown of households.

For Market Expansion

Here the Survey breaks down—for each city, county and metropolitan area—the percentage of households and the percentage of income of those households according to five income brackets. This type of information enables the marketer to determine what regions to add as he expands his marketing operation, or what areas are not yielding sales to full potential.

Full Market Potential

The sales factor—or the degree of retailing concentration—is often important in evaluating an area's sales potential. A market potential depends not only on the number of residents and their income, but on the number of consumers from outlying areas who, through habit, accident or necessity,



The 1961 "Survey"

come into the market for specific types of purchases.

A clear picture of every city's and county's retail sales is given in the Survey's breakdowns according to nine different classifications: food; eating and drinking places; general merchandise; apparel; furniture, household, appliances; automotive; gas stations; lumber, building, hardware; drugs. The number of retail outlets in each of these categories is also given for every major city.

Other exclusive Survey figures include indexes that gauge buying power and buying activity in every market, as well as the quality of the market's buying potential.

What's Your **MARKETING STRATEGY** for 1962 ?

(continued)

no matter what his sales curve may say. And they speak the language of marketing, whether consumer or industrial products are involved.

I—Adequate Market Exposure

A mistake too many sales managers make is talking numbers—the number of accounts, the number of unsold accounts, the number of total prospects. Adequate exposure means active exposure of your product in sufficient volume and in those establishments which represent the major portion of the market.

Under such a definition, it is obvious that the number of "listings" is not enough. For example, say you are a furniture manufacturer, interested in selling in Minnesota. Some 850 retail establishments, according to the 1958 Retail Census, sell furniture in that state. But look:

34% of them sell	78% of total
23% sell	14%
43% sell	8%

Next you want to compare that with, say, California. The same Census (Retail BC58-RA1) shows that some 5,000 retail establishments in that state sell furniture. But:

6.5% of them sell	51% of total
40.0% sell	30%
53.5% sell	19%

And if you are in the food business, instead, this is what you find in California:

7% of food stores do	50% of business
40% do	26%
53% do only	24%

How different is that from Minnesota? Well, in that state:

6% of the food stores do	27.5% of total
40% do	44.0%
54% do	28.5%

And the Survey of Buying Power shows you where, in what counties and cities, these "big sales" are made. What more do you need?

But, you say, this is of little interest to you, because you are in the industrial goods field. So you are not interested in retail stores. But you are interested in industrial plants, particularly the plants that buy your product.

Let's go back for a moment to Minnesota (it could be any other state, that one was picked at random). Of the 5,327 plants in the state (1958 Census of Manufactures), only 1,425, or less than 27%, employ 20 or more people. But as you study the county statistics, you find that Hennepin County (Minneapolis) has 30% of all manufacturing plants, but 61% of the "large" ones (i.e. employing 20 or more). It also shows 33% of the total value added by manufacture in the state.

By simply putting the Twin Cities (Minneapolis and

St. Paul) together, you find 43% of all manufacturing establishments, 57.5% of all "large" ones, and 52.7% of all value added. Three counties, Hennepin (Minneapolis), Ramsey (St. Paul), and St. Louis (Duluth) account for 49% of all manufacturing plants, 62% of all the "large" ones and somewhat more than 62% of all the value added by manufacture.

The entire state has 64 counties—and three of them represent almost two-thirds of the entire market for industrial goods! And the Survey of Buying Power (1961 Survey, pages 464-468) shows you that, in the consumer goods lines, these same three counties account for 76% of all retail sales, 77% of retail food sales, 77% of furniture, and 88% of the general merchandise sales (department stores, variety stores, etc.)

Some skeptic might, however, question the choice of a predominantly agricultural state like Minnesota. So let's look at one of the most highly industrialized states, Ohio.

Ohio has 76 counties. But only five counties, Cuyahoga (Cleveland), Franklin (Columbus), Hamilton (Cincinnati), Lucas (Toledo), and Montgomery (Dayton), account for 50% of the number of manufacturing establishments, 51% of the "large" ones, and 56% of all industrial production. Even in a state like Ohio you can concentrate on less than 7% of the counties and get 50% of the business.

Incidentally, a consumer goods manufacturer eyeing Ohio will find that these same five counties represent 47% of all retail sales, 48% of retail food sales, 67% of furniture sales, and 60% of the department store—general merchandise sales. (See 1961 Survey, pages 522-528.)

The job, therefore, is to identify the geographic location and the number and size of your customers or potential customers. That is your first step.

II—Adequate Concentration

Experienced marketers are familiar with the 25/75 ratio. This ratio holds good (within tolerable plus or minus variations) in virtually all types of industries: 25% of your customers account for 75% of your business. In some lines it may be as low as 40/60, in others as high as 15/90.

Of course, this brings up a host of social and political questions as well as economic ones. Can you afford, from a dollars-and-cents point of view, to try to sell to those 75% (by numbers) that only give you 25% of the business? And suppose your ratio is nearer 15/90—can you afford to try to sell that other 85% (by numbers) that account for only 10% of your sales? Economics (plain dollars-and-cents-considerations) say that you cannot. But can you afford, politically and socially, not to?

Recent events in Washington indicate that every

marketing manager will have to seriously consider these questions, over and above the dollars and cents involved. For obvious reasons, the decisions must be yours alone, individual and personal. Here we can only point to the need for consideration of these problems, because, whether you like it or not, they will be part of every marketing plan in 1962.

III—Coverage of Buying Influences

Every salesman today recognizes the importance of the buying committee. In a very large proportion of the important buying establishments there are from three to eight buying influences who have a say in what is bought, when, where, and how. In some lines of business the suggestion has even been made that the salesman should tape his sales presentation, so that it might be played to the whole buying committee at the same time, thus saving a great deal of time and effort all around.

Any good sales manager can think of a number of good objections to such a pre-recorded sales message. But the proponents have a point: it is seldom that a salesman—even a good salesman—no matter how carefully he plans his calls, can call on all the buying influences in a given establishment during the course of a sales effort. If the taped selling message were actually played to all these important influences at one and the same time, it might save time and effort—and penetrate “in depth” besides.

Failure to reach all buying influences adequately is perhaps more important in industrial selling than in the consumer goods field. McGraw-Hill buying influences studies indicate quite clearly that salesmen seldom call on as many as two-thirds of those who influence the purchase of a particular item. In some industries it is less than 50%—air conditioning, for example, or building construction and maintenance, measuring, weighing and testing equipment, etc. Seldom do salesmen reach seven out of ten influences. In a majority of instances, they reach five or at most six out of every ten. **One out of every two influences is not reached by personal selling effort.** The trade press, direct mail, and other forms of advertising must be relied upon to do the job.

Identifying the key specifying and buying influences in each establishment may well save the sale; it will almost certainly save time and effort. In every major buying situation there are direct and indirect influences—influences which create or modify specifications, approve terms and conditions, select the brand, or have the final word on the investment. When a salesman misses an important individual identified with the purchase, he stands a very good chance of missing the sale as well.

Getting the names of all the influences may take a little time and digging, but it is an effort well spent, and one that pays handsome dividends. Your research department, plus trade directories and the business magazines, can all be most useful. Often it is more difficult to determine what you want to say than

to whom you want to say it, for each different buying influence is motivated by a different set of considerations.

► There seems to be little doubt that we will witness a steady growth in the U.S. economy in the next eight years. The average rate of growth, as measured by our Gross National Product, has been 3% per annum in the first 60 years of the 20th century. As much, and even more, is possible in the balance of this decade. But the going will not be easy. In several previously favored lines, especially certain lines of consumer durables, competition is likely to be tough, and sales resistance greater than ever.

But those companies and institutions that determine what the true market potentials are will have the competitive edge. Many alert marketing managers have proved that such determination can be made. The business and population data of the Census, updated by the Survey of Buying Power, give the alert marketing executive the working tools. Cooperating with his own research department and with his advertising agency, he can lay the groundwork right now for what some economists predict will be a boom in 1962. ♦



HECTOR LAZO

Hector Lazo is Professor of Marketing, and Chairman, Marketing Area, Graduate School of Business Administration, New York University. Although his major interest has been academic work since 1952, Lazo has served as consultant to a variety of firms on various marketing problems. He has also found time to write three books on marketing and marketing management, and is a frequent contributor to business publications on marketing subjects. Prior to 1952, Lazo had 26 years experience in business with such firms as Dodge Brothers, General Motors, and Sunshine Biscuits.

Getting Supermarkets Behind Your Promotion

By LIONEL B. MOSES
Vice President, Parade Publications, Inc.



General office used to decide whether or not thousands of retail outlets would support a promotion. Now, even if the salesman is successful there, the big job is still to be done: division offices and—most important of all—the supermarket manager and his supervisor must be sold.

Many years ago a sign hung on the wall of the buyer's office at the Owl Drug Co. offices in San Francisco. Thousands of salesmen saw it. I wonder how many learned the priceless lesson it taught. It said: "If you want to sell us something, be sure your product is accompanied by a plan which will so help our business that we will be more anxious to buy your product than you are to sell it."

For merchandising in the '60's — as in the '30's, '40's and '50's — that Owl Drug Co. sign is still the beacon to follow.

Ten years ago — or 20 or 30 years ago — a salesman merchandised his advertising successfully when he convinced his prospect that the advertising could help that prospect accomplish something he wanted to ac-

complish. This is still the all-important job, but in recent years it has become more complicated.

Discount houses, shopping centers, rack jobbers, trading stamps — these and many more "firsts" mean new challenges to salesmanship, new problems for salesmen of advertised products to solve. But the new skills needed, like the old skills used successfully, still center on one objective: to sell dealers on the fact that they promote their own best interests when they move the salesman's product toward people at the time the salesman's advertising is moving people toward the product.

Let's start with the salesman of a company which is marketing advertised brands in the food industry — start here because in this business

there is more advertising to be merchandised by more salesmen than are employed in any other line.

Years ago, a salesman reaching for merchandising help in supermarkets operated by a chain or independent group could get all the help he needed if he won an OK at general office. This is not true today. Today a manufacturer might sell his promotion to general office and still fail in his effort to get support in all — or any — of the divisions. (This is unlikely, but it could happen. A promotion might offer big opportunities in one market, but hold no inducement for the retailer in other areas.)

It is still important for him to sell the brass at general office, but more and more authority is being delegated to division offices, and division offices

are delegating more and more authority to supervisors and supermarket managers — though general office still supplies the divisions with many guide lines. After the general office OK, most divisions have complete freedom to approve or disapprove promotions.

In some organizations, the division merchandising manager holds a tight rein on the supermarket manager. In other chains, the store manager has much more latitude and now makes the decisions on a large percentage of all in-store displays and promotions. Estimates of this percentage vary, but unless the supermarket manager is sold on a product or promotion, look out. He listens to his supervisor, who listens to the division merchandiser, but the manager has the final word on many promotions. Among co-ops and other independent groups there is practically no headquarters control. The store manager (who is usually the owner) writes his own ticket.

► The sales force which merchandises the company's advertising effectively must do a good selling job in all three areas. This three-way selling job is further complicated by the fact that at the three points of sale there are sharp differences of opinion as to advertising's most important job.

At general office, they want the manufacturer's advertising to build, maintain, and strengthen the brand's consumer franchise. They want their customers to be sold on products offered for sale in their stores. They want a steady flow of repeat sales to

satisfied customers who have seen the product's advertising and bought because of confidence built by the advertising and confirmed by the quality of the merchandise.

At division headquarters, where there is close contact with general office and also close contact with store managers, the buyers and merchandising men want what general office wants, but they also want what their supervisors and store managers want.

The Most Important Sale

The supermarket manager wants advertising to do a selling job on brands which customers will see on his shelves — but he also wants advertising to give him an opportunity to offer his customers a special bargain. The same bargain may be available in his competitor's stores, but many smart managers feel that (a) their customers seldom shop in other stores, or (b) if the same bargain is seen in another store it will be considered a "follow-the-leader" special offer. Supermarket managers as a group, feel that national brands in general have done and are continuing to do an adequate job of building and maintaining their consumer franchise . . . and they like periodic drives which give them an edge.

A smart salesman can merchandise his advertising more successfully by demonstrating at general office, division headquarters or at the store level, that when his fast-turning item is teamed up with a slower-moving, higher-profit item on which the dealer is anxious to lift sales, the salesman's

product, with a strong consumer franchise built by advertising, can help the dealer.

It's the old related-item idea, but with a difference peculiar to the '60's: buyers and merchandisers are now cool to related-item suggestions unless they are tailored to fit a problem which is crying for solution.

For instance, a Kroger division was concerned about produce sales. That department was showing high margins, but was not delivering its fair share of dollar volume. The merchandising manager was interested in a suggestion that the velocity of a heavily advertised grocery product could help him solve the problem. General Foods was interested because Jell-O was the product he wanted to tie in with bananas. Four General Foods supervisors work with Kroger supervisors in that division, so the merchandising manager was asked to select four supermarkets in widely separated areas where the four supervisors could make a count and recount on bananas and Jell-O for the week preceding and the week following a two-week test.

► This was done. Each of the four store managers was given two cards to be displayed at the Jell-O shelf and on a bunch of bananas. The card said: "Ever Try Making Jell-O With Sliced Bananas? It's Delicious."

Jell-O sales showed an 82% increase. Banana sales went up 110%.

The merchandising manager sent a bulletin to his district managers, to

(continued on page 88)

When Advertising Meets Merchandising . . .

Lionel B. Moses has worked for three decades with distributors, wholesalers and retailers on the merchandising of advertising and the use of advertising as a tool with which to secure dealer support. In 1949, Sales Management published 12 articles by Mr. Moses in which he reported case histories of effective merchandising in the '30's and '40's. Now he delineates the decentralization of chain store authority in the '60's. He says: "Advertising's job is still centered on moving people toward the product, and merchandising's job is still centered on moving the product toward people. When those two forces meet, a bell rings: it rings in the cash register."



Corporate Identification:

THERE'S MORE THAN MEETS THE EYE

A lot more than corporate image gets involved when a company decides on a new identification program. Here are several cases in which a new visual identification solved some basic corporate problems.

WILLIS G. LIPSCOMB
Vice President, Traffic & Sales
Pan American World Airways



PROBLEM: To dramatize Pan American Airways' service and facilities through the creation of a cohesive, system-wide identification for the company.

When the piston-powered DC-7Cs were the fastest-flying airliners on the long overseas routes, the visual identification that universally represented Pan American to its passengers, employees and the public, was a general assortment of images evolved over a period of many years and many promotions. The winged globe dated back to the early flights and the slanted lettering and navy blue represented the stately flying boats. Along with this were other symbols which varied with each of the three operating divisions.

To mark Pan American's contribution to the maturity of commercial aviation we started by redesigning the Clippers' exteriors and interiors and followed right on through to the company stationery. As the program evolved we found we were deep in what became one of the most sweeping airline identification programs launched.

What resulted from months of design and color exploration is now evident in everything visually related to Pan American. Because the globe was not only the best-remembered feature of the old design but was clearly symbolic of Pan American's worldwide operations, it was retained in a new map-grid form that achieves greater projection. The new color—a fresh “atmospheric blue”—projects well on outdoor signs, can stand alone with white, or be combined with black or other colors for interior use.

Finally, the abbreviated phrase “Pan Am,” which the public itself had created, was adopted in place of “PAA.”

Perhaps most noticeable now is the way the new motif shows up in Pan American's Boeing and Douglas Jet Clippers. No detail of their interiors has been ignored in the attempt to create a feeling of lightness, spaciousness and speed. The same treatment was given to our ticket offices and passenger terminal at New York International airport.

Instead of talking in terms of objects and space, Pan American talked about an idea. Not only did we want a new corporate symbol and identification, but we wanted to project a unified image, both directly—through the symbol itself—and indirectly—through the widespread appearance of the symbol throughout the system.



Y. P. DAWKINS
Director of Marketing
Data Processing Division
IBM Corporation



PROBLEM: To express, in the most comprehensive visual terms, the company's aims, standards and aspirations; the quality of its products and services; and its role in the community and market place.

Emphasis on design has been important at IBM for many years. Because it is "what people see," we feel that design of our products, our buildings, our corporate identification and our corporate communications—literature, letterheads, packaging, signs, advertising and promotion—must add up to a visual manifestation of the company.

There is no required design style at IBM, beyond rules for the use of the logo itself. Our designers handle each job according to its individual requirements. Their basic design criteria are simply: "Is it a meaningful solution to the design problem? Has it a high standard of excellence in execution?" Over the years, the consistent application of these rules under management guidance has developed a visual "feeling" in all phases of our design activities.

Color, and the way in which color is used, is an important part of this identity. We were the first, if I'm not mistaken, to use color in the office equipment we sell, one of the first to use it as a coding system in our plants to simplify identification of parts and components—even of entire departments. In our offices and showrooms color is used to create a stimulating atmosphere in which to work. Our design approach is fundamentally functional; it is organic because it is thoroughly integrated at all levels, and flexible because it is not tied to a rigid plan.

Does it pay off?

The answer to this is based on fact, not guesswork. For years we have maintained the closest possible "feedback" system with our publics—our customers, stockholders, employees and the general public—by encouraging their comment. Customers tell our sales representatives what they think, and the sales representatives tell us. Stockholders are equally plain-spoken. Research organizations test public reaction to advertising and promotion. Even the comments made at trade shows are carefully evaluated.

As a result, we know that our design policy is one of our most important assets. We feel that the careful attention we have always paid to our "appearance" conveys what we within IBM think of our company, its products and services, and evokes significant outside agreement.

W. H. McCONNELL
Senior Vice President
Diamond Alkali Co.



PROBLEM: To create a new visual image for the company to distinguish it from competition, give impetus to the search for new business.

It might be generally assumed since an industrial product is not an impulse item—that is, it doesn't compete with other products on a supermarket shelf—that packaging, and identification design to get instant and favorable recognition holds little significance. Such a supposition could prove a costly fallacy in the light of today's competitive situation for industrial products.

Diamond Alkali Company's corporate identity program evolved from a study made of our packaging methods. In addition to other factors involved in a package design program, it was obvious from the start that Diamond needed a unique new design image. Our old trade-mark, using the horizontal lozenge emblem, was too complicated and cluttered for good legibility.

As a result of the preliminary studies, three design organizations, working independently, were engaged to design a new trade-mark. The Chemical Diamond now being used was the final choice.

The next objective was to get our new trade-mark before the public. A formal program was established to accomplish this. The Chemical Diamond was to appear on everything—payroll checks, literature, advertisements, tank cars, barges, plant signs, and financial reports.

Diamond Alkali covered all conceivable aspects of the design and introduction of its new trade-mark. Even miniature decals were furnished to model railroad enthusiasts. The result of this careful consideration was an almost instant acceptance of the Chemical Diamond. This quick acceptance, which began some five years ago, has continued to snowball, with the following results:

- Diamond Alkali Company is better recognized through its prompt identification with the new trade-mark.
- Packaging and packaging identification is completely standardized. All packages bear the same identification.
- Since the new trade-mark is distinct and definitely gives a modern, progressive reflection of our organization, it has created enthusiasm, renewed interest among employees.
- Stockholders and customers have expressed approval of the program.

(turn page)

IBM



THERE'S MORE THAN MEETS THE EYE

(continued)

RICHARD G. EDWARDS
V-P, Marketing and PR
American Hardware Corp.



PROBLEM: To create distinctive visual identities for each of three competing divisions; to restate their older packaging and product identification.

Two years ago, we took a hard look at our visual image—and winced. Our packaging, our trade-marks, everything that visually expresses a company's identity, failed to communicate American Hardware's accomplishments in production and product design. Our products, commercial and institutional builders' hardware, were going out in a motley collection of 257 nondescript packages, all shapes and sizes. There was no uniform system of marking. Use of colors was haphazard. Trade-marks of our Russwin, Corbin and Kwikset sales divisions were weak and inconsistent.

The results of the scrutiny led to an ambitious visual identification program which, after the first six months of operations, has saved \$50,000 in packaging materials alone. More important, our divisions have emerged from the program with a new set of marketing tools.

The new trade-marks and packages—reduced from 257 to 60—are only the visible part of the iceberg. Beneath the surface, the program forced us to modernize operations.

How did we do it? First we decided it was time our position of leadership was made clearly visible. Then we defined prime objectives. We concluded that our basic goal was a marketing one—strengthening divisional sales identities. This dictated a separate program for each sales division, an approach that runs counter to the prevalent trend toward centralized corporate identity. To coordinate the undertaking, we set up our own packaging laboratory. Finally we sought qualified professional help.

We wound up with new visual identities for each sales division, adoption of folding cartons and centralized purchase control, development of a standard labeling and color format, upgrading of packaging accessories.

When the new packages and designs were unveiled last year, our salesmen literally got up and cheered. Response from customers has been enthusiastic. The new system of product identification and labeling has been cited for excellency by the National Retail Hardware Assn.

We are not so naive as to attribute all of our sales gains to our new look, but a part of the increase is unquestionably due to it—and to the renewed confidence it has inspired in our sales representatives, distributors and dealers.



JAMES H. CASSELL, JR.
Vice President, Public Relations
U.S. Industries, Inc.



PROBLEM: To coordinate and unite the corporate, divisional and product trade-marks and visual identification of U.S. Industries and its 15 diverse national and international divisions.

U.S. Industries is representative of several large industrial corporations today that embraced product diversification and acquisition during the postwar period as the most logical method for growth. Our company developed in a single decade from a one-product company to a company with fifteen national and international divisions with operations ranging from the production of heavy industrial equipment to advance research and electronics.

A few years ago, we undertook a planned marketing program which included corporate identification redesign. The object was to establish a new visual identification system which would graphically convey the increasing strength and importance of these divisions and, at the same time, integrate all divisional visual communications.

We are convinced that we obtained a considerable increase in advertising impact and marketing penetration through the coordinated identification of all of our divisions' sales activities. Today many millions of people are impressed by our new USI symbol and design identity on plants, products, packages, correspondence and advertising. Formerly they saw fifteen different ones, if they noticed them at all. Business papers were used to launch the new mark. Sales personnel were thoroughly apprised of the new program and the best way to merchandise it.

Our salesmen greeted the introduction of the new mark with considerable enthusiasm. As representatives of the individual divisions, they knew that stronger identification with the parent corporation would greatly improve their competitive position in the various industries they serviced.

In the three years in which our identity program has been in effect, we have seen a definite change in public attitudes towards the parent company and its divisions. We are better recognized as being important, progressive.

The financial community is becoming more and more aware of the "new" USI. We feel that some of this reaction is the result of the way we look to our publics. The consistent use of the design program developed for us has created an improved image for the company, more in keeping with the nature of USI and its growth.



A Designer Speaks

GERALD E. STAHL
President
Gerald Stahl Inc.



A study of these and other successful corporate identification programs indicates that several basic elements are common to them all. These programs were much more than just "new trade-mark designs." Of the many so-called corporate identity programs introduced in the past few years, the bulk have been simply new trade-mark introductions.

Many executives still tend to think of corporate identification as one of two opposite extremes. Either it is confused with the entire concept of the "corporate image," or a trade-mark alone is represented as "our new look." However, an examination of programs that have proved to be of continuing value to their companies shows a real awareness of the potential value of the corporate identity concept and an understanding of how to achieve it.

These successful programs do emphasize a unique and distinctive corporate trade-mark; they also embody a well-planned, well-organized visual corporate and product identification system which serves to identify all of the company's products, services and activities. The trade-mark design itself is carefully researched, evolved out of real company and product characteristics, created within a contemporary design context to convey positive and meaningful qualities appropriate to the company.

The design identity system is standardized wherever used—on letterheads and literature; on signage for buildings, trucks and railroad cars; on promotion, advertising and packaging.

A good corporate identification system must continue to grow long after it is first implemented. It should receive the constant attention of management in order to relate the program to the changing conditions of marketing requirements and corporate policy.

The management that maintains a dynamic atmosphere in which its corporate identification can function reaps many benefits, not the least of which is continuing efficiency, as well as economies of both time and money. The effective identity program is one that is carried out with a high degree of continuity, and without dissipation of the direction originated by the management and designer team. ♦

The Old and the New



The Retirement Problem:

When a Salesman

Every month about 40,000 American men have to face retirement. In many cases they are leaving a happy and profitable way of life that has taken up more than half of their waking hours for the better part of their adult lives. In the case of a salesman the time and energy expended can be even greater—and more engulfing. What do you do about such a man when his time comes? Pat him on the back and send him forth with the usual token of your appreciation, a pension, and long blank hours to be filled?

John X. early this year had reached his company's retirement age of 65 and reluctantly accepted his leisure. He was obviously on the lookout for something to occupy his time and energy. The company's export division had been negotiating with a customer in Mexico on the sale of some pipe-making machinery but had come up against some difficulties in concluding the deal. Remembering John X.'s valuable technical knowledge, his tact and forceful personality, the sales manager at headquarters decided to send him to Mexico to help the man on the spot as a technical advisor.

"As a result of our good experience with this experiment," reports the sales manager, "our company is willing to retain a senior salesman for up to three years after his retirement if we can find a place for his talents."

Steve B., for reasons valid to the company and not reflecting on him, had to be retired six months ahead of time. But he did not feel that he was ready to end his working life. At his firm's parent company, management was having a hard time getting the field man to apply a new concept in

selling an industrial product. Headquarters made a deal with the division involved to take over Steve B. A management man explains: "Steve had had experience in the method being applied in the problem territory. We believed he would be able to train a supervisor in the field to help the salesmen adjust. We were using an old dog to teach the young ones new tricks. And it worked."

These are two examples of the way some companies are easing salesmen into retirement instead of cutting them off completely when the age limit is reached. Beyond the obvious advantages in utilizing manpower, they go a long way toward solving some of the human problems involved in stripping a man of the activity that has taken care of most of his mature life. Excepting the individual whose life is not dependent on his work, financially or otherwise, the man reaching retirement has some staggering changes to get used to.

But sooner or later, whether it's at 65 or 70, he'll have to get used to them. And how he handles the adjustment can depend to a large extent

on how his company handles him.

"We have a rule that all management personnel must retire at 65," reports the sales manager of a West Coast firm engaged in heavy industry. "And salesmen are considered a part of management. But we feel it's our obligation to help prepare the men for it. For most of them there's some shock involved."

"We begin talking retirement when a man reaches 60. We explain our retirement plan, discuss plans for saving, for living within a probably diminished income. Supplementing these personal discussions, we start a subscription to a magazine like *Harvest Years*, *50 Plus*, or *Senior Citizen*, devoted to the problems of the about-to-be retired or retired individual."

"If a man is dead-set against retiring we may take one of several courses: Possibly we can help him find another job—with one of our jobbers, for instance. A company of our size and diversity has many contacts for a man with continuing potential for productive sales work. If there is no immediate job, we give him recommendations and help him in every other way we can to find a suitable occupation. If a man has special knowledge or experience we may retain him as a consultant. A few years of this can ease the retirement shock."

Making Room for the Next Man

Another large company, with a vast, nation-wide sales organization, finds that problems arise despite all of management's consideration. One that gives them particular concern is the question of providing opportunities for younger men. A senior v-p who has been both a salesman and a sales manager explains: "Some men are damn good at 65, so good that

Reaches

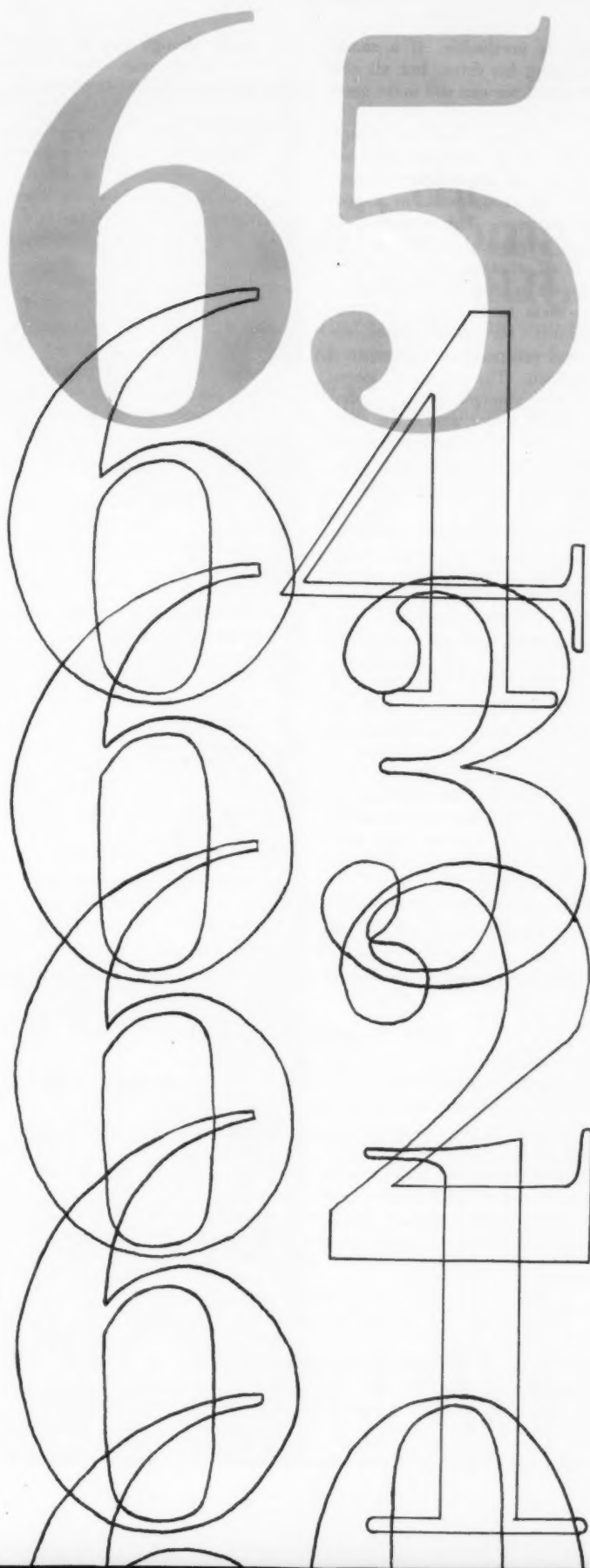
we would have no qualms about leaving them in their territories. Nevertheless, we usually have to insist on retirement in fairness to the younger men we're bringing along.

"One way to handle it is to permit the senior man to retain his territory, but place a younger man with him as retirement age approaches. The senior continues either full- or part-time depending on the requirements of the area. He trains the younger man who will eventually take over.

"Sometimes there is financial hardship involved in a retirement. Because the pension and Social Security plans were not in effect when the older men started their careers, they have not had the opportunities now available to build adequate retirement incomes. In such a case we may: (1) give the man additional time to accumulate savings and investments; (2) make some financial adjustment; (3) find the man different work suitable to his tastes and capabilities. Whatever the solution, we feel the obligation to do all we can to make sure a man who has served us well over the years will not face his leisure years with the harassments of inadequate income."

Value of the Older Salesman

Regardless of income, salesmen used to being on the go often find the prospect of retirement unthinkable. "We have retired only one salesman in many years," says the sales manager of the West Coast branch of a large national concern. "All our older salesmen have died in harness. They wanted it that way. We do not insist on retirement if a man prefers to keep working and is able. We believe the older salesman can do a great deal for us. His experience, his wealth of information, his



contacts are invaluable. If a senior man is losing his drive, but all else remains equal, we can still make good use of him.

"We work on a duplicate setup, part geographical, part individual accounts. One of our senior salesmen had a group of accounts in a geographic territory. This territory, in our view, required building up. So we made an arrangement whereby he was allowed to keep his accounts and develop them to the full, while the responsibility for geographical accounts and prospects was given to a younger man. This provided incentive for the younger man, avoided penalizing the senior, and at the same time assured us of a replacement for the territory if and when the older man was ready and willing to quit.

► "There have been a number of instances where it has proved profitable for all concerned to have a senior salesman work with and guide a younger man at his accustomed compensation. Each case, with us, is handled individually. Our position in a business cycle also determines our action in handling senior men. If manpower is scarce, we might want to hold on to our best older men as long as they wish to work and can perform to their and our satisfaction. Under other conditions, it is essential to bear in mind that younger men become discouraged if it takes them too long to move up."

Making a team out of a senior salesman who may be slowing down

in energy, though not in capability, and a young man the company wishes to build up, is a frequently used device. The vice president and general manager of group sales of a large western organization comments: "With us, retirement at 65 is optional, at 70 it is obligatory. After 65, so long as a salesman retains his ability and is productive, we re-contract with him from year to year. This gives the man a transition period. When he ceases to be effective, he knows it just as well as management does. If he lacks sustaining power but still has all his capabilities, we suggest that he slow down, take a certain number of his best accounts and continue to service these while training a younger man to take over gradually."

The practice of inducting younger men into the older salesmen's territories can strengthen your whole sales department, points out another sales manager. He adds: "We do this by inviting men who are approaching retirement age, or who are slowing down, to become 'senior salesmen.' We give them that title, explain that it carries along with it some new duties in training younger men to be as good salesmen as they are. This serves as a way of easing a man towards retirement while crediting his knowledge and maturity."

Preparation for the Change

A large manufacturer of paints and finishes takes the stand that most men, even in selling, can be prepared to

look forward happily to the years after 65 if: (1) proper provision is made through retirement policies for adequate retirement income; (2) the men are encouraged during their working life, particularly the later years, to develop hobbies or outside interests. For example, one of the firm's salesmen, an authority on finishes, which he had sold for many years to the retail and industrial trade, was interested in writing. He got in the habit of contributing items he picked up or developed to the company house organ or to trade publications. And his sales managers encouraged him. As he approached retirement, he began to make such writing almost a part-time career. Today he is happily retired, seeing many of his old contacts and writing fillers and semi-technical articles for a national publication serving his former field. At the same time he is supplementing his pension, which provides him with about half of his former income as a salesman.

► This company, if it has a retirement-age salesman who still prefers to keep on selling rather than going fishing or cultivating a hobby, will help him find a spot with an equipment manufacturer or supplier doing part-time or less arduous work. This has proved to be a happy solution to a number of problems.

In another case, a company selling metals to other industries, and concerned in sales less with getting orders than with developing customer relationships with and servicing firms that buy in carload quantities, finds an answer for the older salesman in inside work. One of its older men was recently brought into the headquarters office to direct commercial research projects, handle orders, discuss sales or service problems — dealing in this way with many of his former accounts either by telephone or by mail. This man's sales manager concludes that "an experienced man can do much to smooth things over and facilitate and further the work of the younger man who has replaced him in the field."

► The sales manager of a firm selling office equipment points out that it is well to remember that older men in sales often do as well or better than younger men, despite diminishing energy, because they have learned to conserve their strength and their

Early Preparation in Britain

A beginning salesman in the British Isles, employed by a large concern, or even a small one, is very likely to start his career with hours that would horrify the sales trainee in this country. It is not unusual for him to begin work at 8 a.m. and carry on through 6:30 p.m. When his apprentice years are behind him, say in five years or so, his hours may be shortened to run from 9 a.m. to 6 p.m. Five or ten years later, depending on the company and the individual situation, his hours are again shortened, so that by the age of 40, he is working from 10 a.m. to 4 p.m. At 50 he strolls in at 10:30, quits at around 3:30, and so on.

Advocates of this system claim it gives wider employment as well as eases the life for the man who needs to take things at a slower speed as he gets on in years. It also allows time for the man (or woman, for the system is widely applied) to develop outside interests and get used to a life of leisure time. Most Englishmen at 60 or 65 are ready and eager for full retirement.



the all-woman woman...

Your kind of woman, your kind of young customer. She insists on a *style of living*...refuses to settle for a standard of living! *All woman*, she was born with a hunger for a home of her own. It started when she furnished her first doll house; set the table for her first tea party. Cooking is her creative outlet...decorating her happy hobby. Out of her teens (and glad of it) she's out of her parents' home and out on her own. She's in her *independent twenties* and building a home of her own—be it bachelor girl apartment or honeymoon house. She's a do-it-yourself decorator, a party perfectionist, an epicure as dedicated to haute cuisine as she is to haute couture. She outcooks a French chef, out-serves an English butler, she's fussier than the Fine Arts Committee in the White House. She's *all woman*—and she goes all out for color. She's the girl who triggered pink stoves, pink refrigerators, pink mixers. She's the young woman businessmen have in mind when they speak of the tidal wave of the twenties, the dynamic, *soaring* twenties market. She's the young woman who sees herself in...you sell in

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GLAMOUR
THE MAGAZINE FOR THE SOARING TWENTIES



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time and utilize both to greater advantage. "I can show you cases of men 70 and over whose performance in selling remains notable, due to this ability and to their experience and skill. In our view, every man should be considered as an individual case, with no hard and fast retirement regulations."

The Wrong Way to Handle It

How not to retire a man is cited by a sales manager who took upon himself the task of salvaging a man close to shipwreck from callous retirement. The salesman had been employed by a brokerage firm. "When he was 63 his employers decided he was too old to sell and simply kicked him out. He had been selling on commission. The company had no pension setup, no retirement plan of any sort. This man became a semi-invalid for two years. He used up his savings, lived with the aid of friends and relatives . . . until an old friend heard of his condition and found him a job running a duplicating machine, at \$400 a month. Nothing to boast of, but the man felt wanted once more; he was earning his way. Since then he has regained his health and good spirits."

► Then there is the ironic history of a successful firm that had become a leader in its field with sales agencies throughout the West Coast supplementing the company's own branches. The agencies were operated for the most part by senior salesmen working on straight commission, and employing younger men. Ten years ago the company decided to make all of these agencies branches. The senior men who had built up the independently operated territories were "privileged" to remain as branch managers under the new dispensation, but with sharply cut earnings. The more successful the territory, the steeper the cut. One man had his earnings cut by about two-thirds. He, along with most of the other senior men, quit — which may have been what management anticipated.

But what was not anticipated was that many of these men would go over to the company's geographically closest competitor—a firm that was a low third in the industry at the time. The irony of the situation is that the older company, which had been top dog in sales, gradually lost ground

Over-Age Sales Managers Keep Their Hands In

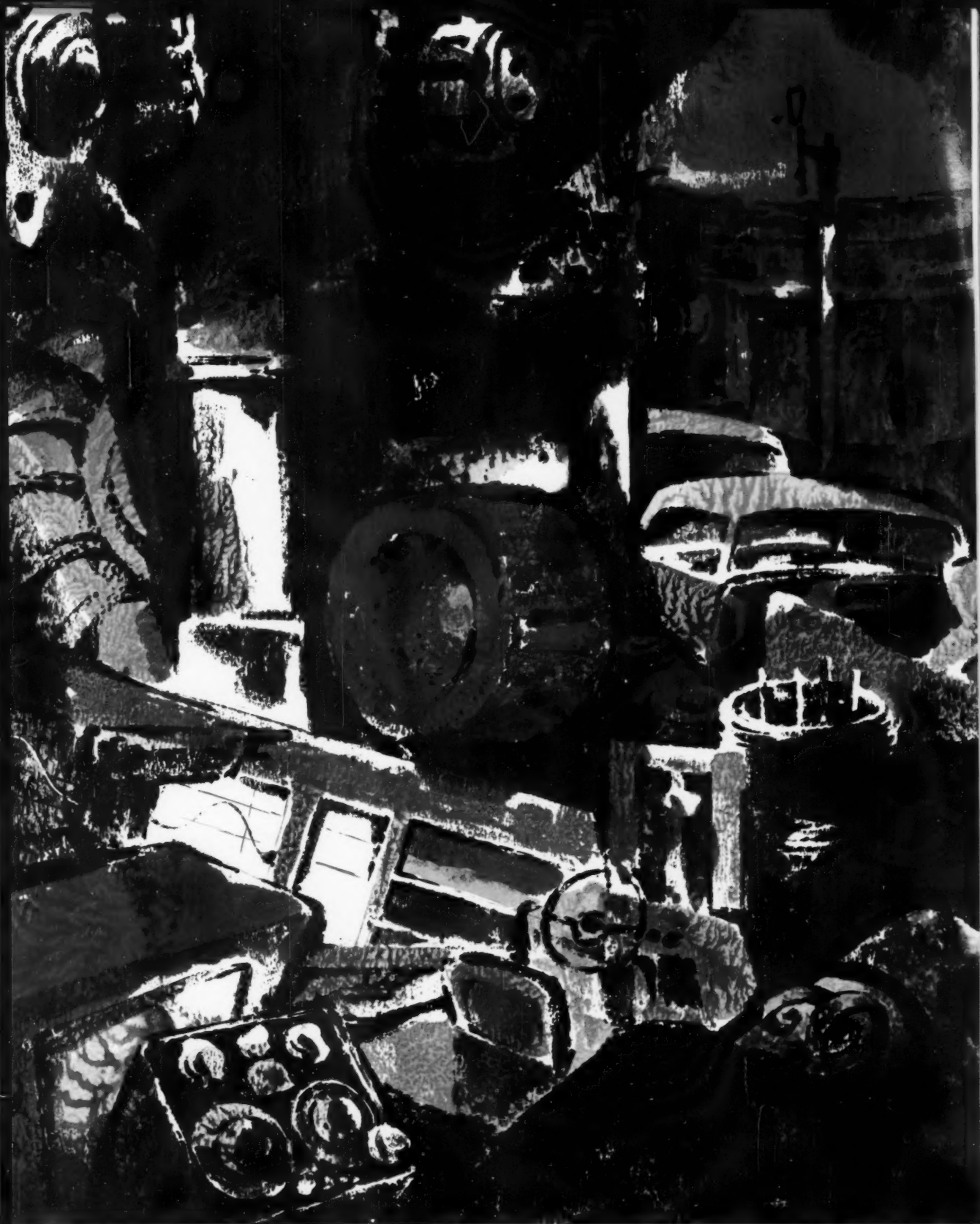
At the executive level, too, are a lot of retired sales managers who aren't ready for the leisure their age would seem to dictate. Hank Astwood, director of the New York Sales Executives Club's Sales Manpower Foundation, reports that as the word gets around that this talent is available, more and more companies are requesting the services of retired sales execs on a part-time, consultation basis.

"For one thing," says Astwood, "you'd be surprised how often a company will find that several sessions with an old pro, the objective third party, can straighten out the company's own sales manager who has gone stale."

The Manpower Foundation is also setting up a program to use retired sales executives on a minimum fee, part-time basis as advisors to job seekers. "These are seasoned masters of their trade," Astwood says, "with a wealth of experience there for the asking. The younger fellows can learn a lot from them."

after purging its senior "independents," and the company that had been a struggling competitor in third place rather spectacularly gained ground — due to progressive management aided by the experience, drive and skill of the old hands who had got their dander up at what they considered gross mistreatment. The erstwhile struggling company is now tops in its field; the former leader way down by comparison. One of the men forced out, who was 60 at the time and is now 70, is still earning \$15,000 to \$18,000 a year as a salesman, enjoying life in the management of a commission territory.

"Are we still breeding them that strong?" asks a sales manager who deplores too much early security. "If we are not, we may have to retire them long before 60 in the years ahead. Perhaps we ought to prepare for that, too." ♦ E. GIDLOW



Metalworking management men acknowledge the editorial authority of **The IRON AGE**. And little wonder. They see it quoted frequently in the nation's press. They buy and sell metals subject to its weekly price quotations. They read it first for reporting and interpretation of late industry news and technical developments. A magazine and a market inseparable . . . one of 19 Chilton business publications. **CHILTON COMPANY**, Chestnut & 56th Sts., Philadelphia 39, Pa.

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June 21, 1961

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Southwestern Representative
The Wall Street Journal
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Dallas, Texas

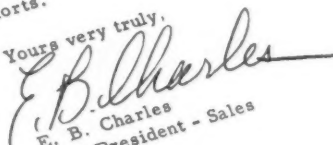
Dear Mr. Archer:

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We in the business aircraft industry realize that we have a tremendous creative selling job to do on top executives everywhere to give them a full appreciation of the benefits of business plane ownership. This requires entree to the top management group in America and it is our belief that The Wall Street Journal helps us accomplish this as well as any media we know of.

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Vice President - Sales

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What Kind of Manager Do Salesmen Like?*

By BURTON BIGELOW
Management Consultant

What does a sales manager need to know; what is he required to be; what must he do—in order to be the kind of manager salesmen like and follow through thick and thin? . . . There is no final answer, of course, but here are ten characteristics of the ideal sales manager:

1. He knows his job.
2. He exhibits self-confidence without arrogance.
3. He doesn't blame others for his mistakes.
4. He doesn't hog the credit for accomplishment.
5. He has a high boiling point.
6. He will fight for his men's rights.
7. He can reach a decision.
8. He is predictable.
9. He believes in his men.
10. He protects his men from their own weaknesses.

Ten characteristics of the ideal sales manager are listed above. Let us examine these managerial attributes one by one to determine, if we can, why they make such a strong appeal to the men who must do the bare-handed, front-line selling.

1. A Manager Who Knows His Job

Salesmen fear a leader whom they believe to be incompetent. To himself, each salesman readily admits that he doesn't know it all. And when he hits his own blank spot, who is going to fill in if his manager is not knowledgeable and thoroughly competent?

Men want a manager who not only

is familiar with the company's products, but also knows their markets; who is skilled in pricing, who knows the right people to see on reciprocity deals, who knows from experience the realities of their day's work, who doesn't expect the impossible, and, on the other hand, won't accept a half-way job. They want a leader who stands well with top management, is respected by competitors, and can figure out a smarter deal than the other fellow when a sale hangs in the balance.

2. A Manager Who Exhibits Self-Confidence Without Arrogance

Salesmen, instinctively, are on the alert for signs of fear and uncertainty in their manager. If they see him change courses repeatedly without

any apparent reason, if his assignments turn out to be wild goose chases, if flagrant violations of instructions go unreprimated, if the laggards remain unprodded—the group as a whole quickly comes to the conclusion that the manager is unsure of himself, doesn't know his job.

Every new manager, particularly, is under fierce and continuous observation by his men. If the group sniffs the scent of fear, they may give the manager a bad time. This hardly seems sportsmanlike, but on the salesmen's part, it is a natural testing procedure. As Napoleon said: "He who wears the crown must bear the weight of it!"

3. A Manager Who Doesn't Blame Others for His Mistakes

Blaming others for our errors is an unmistakable symptom of emotional immaturity. Adam started it when the Voice in the Garden of Eden questioned him about having eaten the forbidden fruit. He promptly passed the buck and blamed his wife, and she, in turn, blamed the Serpent.

Adam would not have made a popular sales manager, because salesmen yearn for signs of maturity in their leader. They want a man with strength of character, who faces facts and is willing to take the rap for his own mistakes. They don't expect a manager to be flawless—they wouldn't like him if he were—but they do want him to be courageous, to face realities, to stand up to his managerial problems like an adult.

4. A Manager Who Doesn't 'Hog' the Credit for Accomplishment

Salesmen dislike a glory-grabber—the manager who greedily seizes credit for everything from a sunny day to the salesman's carefully nurtured big order which happened to come through while the sales manager was along.

The astute sales manager, on the

*Condensed from the book, "The Human Side of Sales Management," by Burton Bigelow. ©1961 by Prentice-Hall, Inc., Englewood Cliffs, N. J.




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other hand, is exceedingly careful to see that his "boys" get credit for everything they do. When it can be done delicately, and without obvious faking, he sometimes gives one of his men open credit for something which he himself may have previously set up behind the scenes. This type of sales manager never takes an order—that honor is always reserved for the salesman.

5. A Manager Who Has a High Boiling Point

Salesmen like a manager who has a high boiling point. That means a manager who, though he builds up quite a head of steam over some untoward event, can nevertheless control himself so that his pop-off valve never even spews or sputters.

Salesmen fear a manager with a hot temper. They have seen uncontrolled anger turn little fires into big ones, rip apart friendships, leave wounds that years never heal.

If the manager wants his men to like him, let him learn to bridle his temper. If he wishes to gain respect, to develop loyalty, he must bridle his temper! It's an inexpensive way to buy a great deal from the men he is trying to lead.

6. A Manager Who Will Fight for His Men's Rights

John Q. Salesman has just gotten a stinging letter of rebuke from the home office vice president in charge of adjustments for having credited a druggist with the return of \$50 worth of outdated merchandise when the policy manual stated clearly that \$10 was the top limit for such credits to any one customer at one time.

He is sitting beside the desk of his boss, the regional sales manager, who is telephoning the home office executive. Let's listen in:

Regional Sales Manager: Look, Mr. Vice President, the store recently changed hands. The new owner

dug up a lot of our stuff that looked as if it had been stashed away in King Tut's tomb. John figured we didn't want any of that stuff on the shelves or in the hands of consumers. So, he used his common sense and did what I think either you or I would have done under the same circumstances. But, I agree, John should have sent you a letter explaining the situation.

To John Q. Salesman: Don't expect those fellows to be mind-readers—when you break the rules, tell 'em why!

No need to overstress the point. John thinks his boss is a prince of a guy—the boss stood up for him under fire, and he didn't bawl him out when he deserved it for pulling a stupid boner in another direction.

It isn't enough to say that salesmen like that kind of manager. They love him!

7. A Manager Who Can Reach a Prompt Decision

Salesmen applaud a manager who follows the old Navy dictum: "Do something, even if it's wrong!" They like a leader who can reach a prompt decision. Conversely, they fear the pussy-footer, the procrastinator, as one who is afraid, ignorant or lacking in will power. Even in situations where "waiting it out" is the essence of wisdom, shrewd managers often initiate some pseudo-activity to distract the sales group from the nerve-racking suspense which accompanies seeming lack of action. In other words, he keeps men busy while they're standing still. Thus the minds are engaged, their morale is maintained, and the jitters which accompany inexplicable inactivity are avoided.

8. A Manager Who Is Predictable

Predictability ranks very high as a desirable managerial trait. Given a choice between the manager who op-

The Seven Great Leisure Markets

The recently completed Sales Management series on America's seven lush leisure markets has now been reprinted as a single 44-page booklet. Copies are available through Readers' Service, Sales Management, 630 Third Ave., New York 17, N.Y. Price \$2.00. Quantity discounts available.



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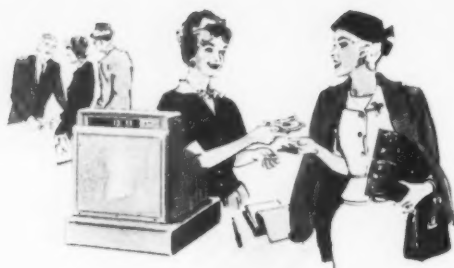
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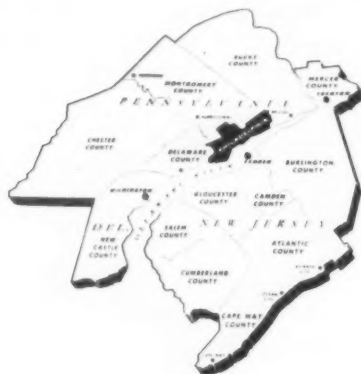
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Sources: 1960 Sales Management Survey of Buying Power; Continuing Study of Adult Newspaper Readership by Sindlinger & Company, Inc. based on over 70,000 interviews, 1957-60. (Summary of 1960 study available on request.)

erates in a rut—whose mind is crystalized and whose narrowness of thinking becomes official dogma—and the unpredictable leader, salesmen will choose the dogmatist every time.

They are nervous, uneasy, fearful, unconfident about the man whose thoughts and actions they cannot predict with considerable accuracy. The manager who constantly changes his plans—and in seemingly comparable situations chooses widely differing courses of action—gives his sales force a permanent case of the jitters.

9. A Manager Who Believes in His Salesmen and Shows It

Guglielmo Ferrero, Italian historian, in his "Principles of Power," warns the people against trusting a national leader who does not have faith in his followers. Salesmen instinctively follow this advice. They like a leader who believes in them, who has faith in their loyalty, who is confident of their abilities, who is certain of their deep-rooted integrity of purpose.

The manager who wants his men to like him will not ignore their need to be believed in. By quiet and subtle deeds he will demonstrate and project his belief and confidence in them. And from his faith in them will come their own confidence.

10. A Manager Who Protects His Men from Their Weaknesses

Let's look in on a confab between a sales manager and one of his salesmen who has just returned from a trip.

Sales Manager: Joe, you know better than to make these special deals. The policy manual says plain as day: "No extra discounts for district warehouse shipments to chain stores."

Salesman: Yeah, I know boss, but Finnegan says the Crown people are doing it, and he isn't going to pay a premium to do business with us.

Sales Manager: But, Joe, you don't have to be a continual sucker for that line of talk. It's Finnegan's job to try for a better deal every time you call—for that matter, every time any supplier's salesman calls. He gets paid for making his sales pitch, just like you



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Circulation concentration in top 100 counties for fire and extended coverage insurance premiums

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Holiday	55.6%
Life	54.9%
Sports Illustrated	51.8%
U.S. News & World Report	50.9%
Reader's Digest	49.5%
Newsweek	49.3%
Look	46.3%
Better Homes & Gardens	45.3%
Saturday Evening Post	43.6%

Sources: The Spectator (County Patterns of Insurance Sales, 2nd Edition) and latest available publishers' reports—TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59) • Sports Illustrated (3/2/59) • U.S. News & World Report (3/28/58) • Reader's Digest (April 1959) • Newsweek (3/23/59) • Look (3/18/58) • Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59).

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get paid for your sales approach. Either he is a better salesman than you, or you are an easy mark. You didn't sell our policy to him, but he sold his idea to you.

Salesman: Well, you shouldn't have sent me there. You know I'm scared of these big guys. You know I always crack up when they start putting the pressure on me.

Under the strain of his own manager's criticism, this salesman does what some workers constantly do—he blames his boss for sending him on a job which he later bungled.

Salesmen who repeatedly crumble under the pressure of their own weaknesses of necessity must get the strength they need from outside themselves. Where better to get it than from their leader? And who, more than their leader, should know what

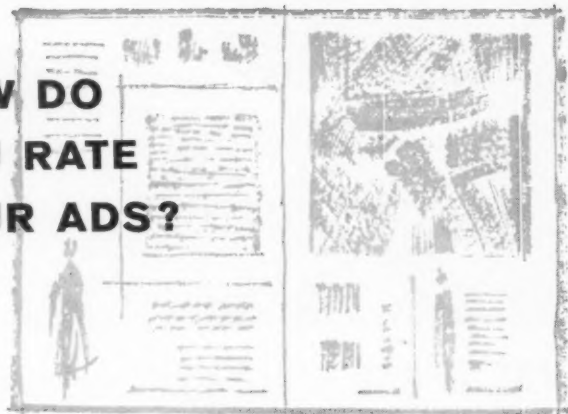
their weaknesses are? Or better, how to handle them?

Thus, a manager should not be confused when some salesmen, like emotional children, blame him for the failures springing from their own weaknesses. They count on the boss to protect them from these failures.

► Salesmen know that a good manager makes a terrific difference in their satisfaction, their income, and their future. And, in a primitive emotional sort of way, they know what makes a good manager.

They may not have crystalized their feelings into words or organized them into a rational pattern, but when they sense that their manager possesses even a reasonable proportion of the attributes they seek, eyes light up, hopes rise a little higher, and all the skill and force they have is put to the task of doing a little better than average job for the man whom they recognize as a better than average manager. ♦

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This 20-page study on the most dissected group of America's 50 million representative families presents some fascinating results. A sampling of some of these results: 6 out of every 100 principal family wage earners make their living in saleswork; 6 in every 100 homemakers are widows or divorcees; the wife usually has more education than her husband; 1 in every 10 homemakers works fulltime; 1 in every 10 families lives in an apartment. Write Dept. SM, National Family Opinion, Inc., 711 S. St. Clair St., P.O. Box 315, Toledo 1, Ohio.

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Fully illustrated fact file folder containing data sheets on the latest ideas and production methods for skin, blister and flexible film packaging—plus information on plastic blisters and trays, Skin Pak board and blister card material. Write Dept. SM, American Packaging Corp., 1523 E. 45th St., Cleveland, Ohio.

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A Profitable Marketing Program

A booklet describing some of the problems and opportunities in establishing a marketing program. Covers the elements of a sound marketing program, policies, product line, sales personnel, and strategy. Write Dept. SM, Lester B. Knight & Assoc., 549 West Randolph St., Chicago 6, Ill.



1961—The Pivotal Year

A magnificent analysis and prognosis of the economic status of 1961, designed to aid the marketer in his business planning and forecasting. Write William Dover, Director, Business Research, Dept. SM, Los Angeles Examiner, Los Angeles, Cal.

Farm Markets

"What's Being Bought for the Farms and Farm Households of Washington, Oregon, Idaho and Utah?" is the title of a survey that adequately answers

this question. The markets are broken down on the basis of product categories for each of more than 100 items. Write V. H. Davey, Research Manager, Dept. SM, Pacific Northwest Farm Quad, Spokane, Wash.

Safe-Guard Moving Service

An illustrated brochure discussing the shipping requirements of Government agencies, manufacturers, exhibitors and convention planners, store and office moving. Write Mrs. James Jolley, Sales Manager, Dept. SM, United Van Lines, 7808 Maplewood Industrial Court, St. Louis 17, Mo.

Fact File . . . Muncie, Indiana

Information on population, retail sales, shopping areas, factories, based on figures from Sales Management's Survey of Buying Power. Write Richard Clester, National Advertising Manager, Dept. SM, The Muncie Star and Muncie Evening Press, Muncie, Ind.

Advertising Careers

The fourth edition of "The Advertising Business and Its Career Opportunities," written by Otto Kleppner of the Kleppner Co., presents in a clear style some of the career occupations available in the field of advertising. Write American Assn. of Advertising Agencies, Dept. SM, 420 Lexington Ave., New York 17, N. Y.

Collecting Money with Letters

A new portfolio showing the best methods to use, how to appeal to the reason of the debtor, get your money, and still retain the customer's good will. Eleven pages of instructions and samples of collection letters are included. Write on business letterhead, Dept. SM, Better Letters Exchange, 105 N. State St., Howell, Mich.

Sales Binder Reference Book: Free binder with information on 45 other types and styles of binders. Dept. SM, Joshua Meier Co., Inc., 601 W. 26th St., New York 1, N. Y.

Fleetcar Leasing Booklet: Plans designed to suit the needs of the larger users of business cars. Dept. SM, Fleetcar Leasing, The Hertz Corp., 660 Madison Ave., New York, N. Y.

Salesman Application Blank: Hiring salesmen? In evaluating applicants' qualifications, detailed information is needed by the prospective employer. Get this sample specialized application blank that will tell you all the information you should have on a sales applicant. Dept.

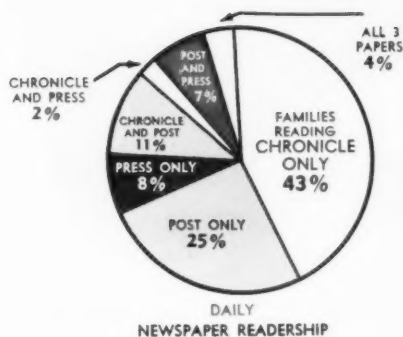
SM, Books and Services Div., Sales Management, 630 Third Ave., New York 17, New York.

Map Premiums: Complete information on maps, globes, travel books and atlases as giveaways, traffic-builders, self-liquidators and incentives. J. T. McManus, Director, Sales Promotion Div., Dept. SM, C. S. Hammond & Co., Maplewood, New Jersey.

The Hospital Market: \$2.5 billion a year is what it takes to keep recognized hospitals operating at peak efficiency. For further free information and a sample copy of the publication that services that market, write to: Dept. SM, Hospitals, J.A.H.A., 840 North Lake Shore Drive, Chicago 11, Ill.

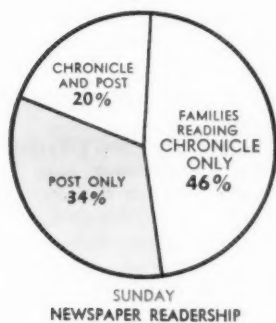
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How to Get 'em Back in the Hall

"Two-way radio," said E. T. Griffith, with the air of a man who has seen the enemy and laid him low, "is a sure-shot means of taking many of the headaches and much of the confusion out of convention communications. We vowed to get the messages through—and we did it!"

Mr. Griffith is manager of customer relations for RCA's Broadcast and Television Equipment Division. And he is an old hand at the problem of the missing man at the convention. Urgent messages arrive; old Charlie may be across the street having a beer. Or, for all anyone knows, he's gone off to the moon. Anyway, he presents a problem, multiplied dozens of times. For every convention has that many disappearing Charlies.

► Recently the men of Griffith's division prepared for their most important convention—the National Assn. of Broadcasters' annual meeting. And these men decided that the convention message, like the U. S. Mail, must go through.

So it was natural for them to turn to a house product, RCA's Mark VII,

2-way Citizens Band radio, to augment normal convention facilities. The unit is lightweight and portable, can be plugged into any outlet or operated from a vehicle battery. Get a Government station license and you're on the air.

The convention opened in Washington's Shoreham Hotel. The RCA boys were ready—with three 2-way radios. In fact, they could hardly wait for the first disappearer to stray off.

It didn't take long. And the RCA units brought him back before he reached the end of the ballroom.

"We had the job," says Griffith, "of welcoming, guiding and entertaining more than 3,000 customers, prospects and other VIP's in a 4-day span, with a force of 35 salesmen, augmented by home office executives.

"These people were on duty either in our hospitality suite or on the exhibit floor. If a salesman happened to be in the exhibit area with a customer and another of his customers arrived in our combination hospitality suite and work room, we jumped to the 2-way radio to call the reception desk two floors below.

"The receptionist then picked up the P.A. microphone and put out a message for the salesman to 'call the suite.' The salesman either called by telephone or went direct to the reception desk to talk with the customer over the 2-way radio.

► "We got double mileage: This technique gave us the opportunity to put the customer on the air and, even though most of them are broadcasters, they got a tremendous charge out of talking over the mike. So, in addition to making our own communications click as it never had before, 2-way radio proved a highly effective customer-relations tool," concludes Griffith.

What's more, RCA's salesmen appreciated the 2-way radio they sell as they might never have, had it not saved them long, unproductive waits.

It's just a question of time until old Charlie, the perennial convention barfly, will have to give up beer or carry it around the convention floor in his hand.

Two-way radio is going to keep a lot of junketers sober! ♦



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could you make with
these new and improved
Bell System services?**



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- 2 Pushbutton Intercom
- 3 Automatic Answering and Recording Set
- 4 Console Switchboards
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**Our Communications Consultant
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Sink and Edwards Company, roofing
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"We had outgrown our telephone facilities. The Communications Consultant recommended additional incoming lines, a new Bell intercom system, extra warehouse stations and a new CALL DIRECTOR phone for our receptionist. They've solved our 'busy line' problem and boosted efficiency all around. Our operating costs have dropped sharply—and profits have gone up accordingly!"

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Case Study:

Product Strategy

How to Replace Your Competitor

With 18,000 different residential heating and cooling control units on the market, it was no wonder that dealers and wholesalers had headaches. Not only did they have problems with bookkeeping and inventories, but providing replacements for old units was becoming a nuisance and a near profitless chore. As more products were added annually to the wholesaler's already overcrowded shelf, Minneapolis-Honeywell Regulator Co. saw a serious drain on his ability to handle them properly.



FOUR NEW THERMOSTATS—to replace 133 old ones. Walter Baak, Honeywell's wholesale residential sales manager, demonstrates new Tradeline controls.

"Tradeline" controls are Minneapolis-Honeywell's answer to the plethora of residential heating and cooling control units on the market.

The new line of 170 specialized adaptable controls is actually a nutshell collection of most of the controls now being sold. It is designed to replace more than 93% of the 18,000 variations now on wholesalers' shelves. Its effect is to simplify the replacement operations of dealers and greatly reduce the number of models the wholesaler must stock.

For example, with the four thermostats in the new line, a dealer can replace any of the 133 Honeywell thermostats currently in use as well as hundreds of competitive models and some discontinued units still installed and working.

This condensation of many models into a few will mean easier selling all the way down the line—for Honeywell's and wholesalers' salesmen and for dealers.

The problem that Tradeline attempts to solve is an old one for the industry. Attempts to obtain cost reductions through design and technological developments in general have resulted in a mushrooming of the number of basic models wholesalers have had to carry. The fan and limit controls on warm air furnaces, for instance, have gone through eight redesigns in the past 20 years.

The numbers were further increased by requests from equipment manufacturers who wanted certain features included or omitted from the basic models.

► Furnace, boiler, and control manufacturers had little difficulty keeping up with the growing variations of control units, but dealers and wholesalers were having real troubles. With so many models to keep track of, bookkeeping and inventory-taking became confusing and time-consuming jobs. Slow-turnover items were particular headaches.

With so much nomenclature to contend with, the wholesaler too frequently felt uncertain he was ordering or selling the right model. The whole process of filling dealer orders became more complicated and consumed extra time.

The abundance of models also spelled lost time and wasted effort to the dealer. Too often he would have to make more than one trip on a simple job because the replacement



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Data Source: Sales Management's 1961 Copyrighted Survey



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part he originally brought with him was not the right one. He might call wholesaler after wholesaler to locate a specialized control, only to wind up having to make do with a substitute.

About a year ago Honeywell decided to tackle the problem. A team of 40 engineering, sales, and production people were assigned to it—most of them on a full-time basis. They conducted an exhaustive study of the number and variety of control devices in the industry, and then set about designing the condensed line of replacements. Tradeline was the result.

Now Honeywell is supplying each dealer and wholesaler with a wall-mounted cross-reference chart and a pocket guide listing all the models in use and indicating which Tradeline controls will replace them.

The company boasts that with Tradeline a wholesaler can reduce his replacement control inventory by as much as 80% and still carry the variety of models necessary to handle the dealer's replacement business.

The new line should also help solve the slow-turnover problem. Because each new model replaces dozens of the older ones, the wholesaler can be sure of greater turnover per item. He will get more sales per foot of shelving and more profit with less investment.

► With fewer replacement controls, single-item orders can be expected to decrease. Dealers will make fewer calls and pick up larger orders because the wider application will make large dealer stocks practical.

Fewer models will mean simpler inventories, and purchasing and receiving should be less complicated. Locating stock and restocking will also become an easier process. Time normally wasted in trying to track down a special model or figure out a substitute will be eliminated.

To further expedite order-filling procedures, the new controls come in self-mailing, all-plastic foam boxes. To fill an order the wholesaler need only select the required control, address

a special label, and drop it in the mail. No additional wrapping is required.

Since consumers don't usually consider themselves knowledgeable in the area of heating and cooling controls, they frequently rely upon the dealer's advice in selecting a brand. Profit and other considerations being equal, the dealer is bound to take the line of least resistance. Since Honeywell is making it so much easier to use Tradeline than a competitor's product, the control he recommends stands a good chance of bearing the Honeywell trade-mark.

► So confident is the company that it is striking at a very real need—and that its solution is a sound one—it is counting on wholesaler enthusiasm to carry the weight of the introductory efforts. With other products Honeywell usually advertises heavily in industry and architectural publications. Its salesmen usually introduce them directly to the dealers. But with Tradeline, the case is different. Ads will still run in industry publications, but the coverage is not expected to be so broad. And unlike the normal introductory program, this time the company's salesmen are not expected to call on dealers. There will be some cases where an especially important dealer will receive a visit from a Honeywell salesman, but these will be the exceptions, not the rule.

Instead, the company is supplying wholesalers with a battery of merchandising aids from announcement letters to 35mm slide presentations, and it is the wholesalers' salesmen who will make the big push.

A statement of the company's confidence comes from the manager for the residential division: "With Tradeline we have a situation where the demand has long been there—waiting for an answer. Because of this ready-made demand, and because of the many benefits we think Tradeline brings to the wholesaler, we have decided to put our major introductory program in his hands." ♦

Regional Distribution Problem?

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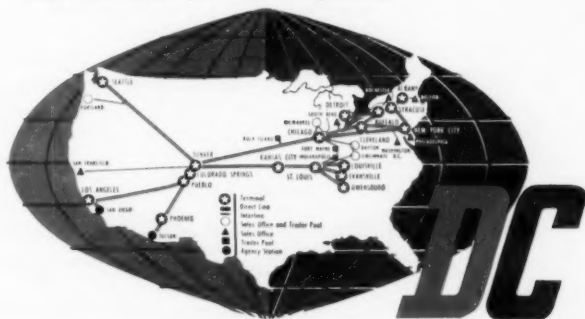
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69%* of the 740,000 TV homes in the 68 counties of the Minneapolis-Saint Paul market area are "daily subscribers" to WCCO-Television.

*(Daily Circulation, ARB 1960 Coverage Study)



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(Faint background text: WCCO)

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Case Study

Limited Distribution

No Price Cuts, No Markdowns

How can a manufacturer get his retailers to sell only at suggested list prices. How can a company build and maintain a quality image in this day of widespread retail price cuts, discounts, markdowns, and loss leaders? It's a tough problem. Many companies try to solve it by offering retailers such incentives as cooperative advertising, guaranteed sales, spiffs, demonstrators, premium offers, consignment sales. But Lenox, Inc., takes a different approach and finds a satisfactory solution to the problem.

"Fair trade" is today, in most states, a thing of the past. But thousands of manufacturers are still trying to find an effective way to motivate—or legally force—their retailers **not** to cut suggested list prices.

One timely solution to this problem comes from Lenox, Inc. (Trenton, N. J.), manufacturer of fine china and giftware. For Lenox dealers almost never cut prices.

Lenox has never used cooperative advertising, premium offers, spiffs or demonstrators, or any other such method to encourage retail price maintenance. Lenox has never nationally advertised its products at cut prices, or allowed its dealers to advertise Lenox chinaware at cut prices. It has never sold to a discount merchandiser.

► Lenox's answer to the retail price-cutting problem is limited distribution to a tightly knit national network of 1,800 established dealers—less than 5% of the total available outlets.

Because of the restricted nature of its distribution, Lenox gets the full cooperation of virtually all its dealers in all aspects of merchandising the line. These include carrying adequate

stock, properly displaying the products, maintaining suggested retail prices, advertising the line, showing a broad pattern selection, and training retail sales clerks.

Dealers find it to their advantage to cooperate with Lenox in these efforts. They know that the company will substitute another retail outlet for the dealer who does not give full cooperation.

► In turn, Lenox supports these selected dealerships with strong national advertising, quick deliveries, and a concerted program of sales help, advice and instruction.

The result, according to Orville A. Petty, 2nd, vice president for sales, is "no cut prices, no markdowns, and above-average turnover." Because Lenox china is never sold at sale prices, consumers seem to recognize that this is the true price, not an unrealistic "manufacturer's suggested price." And this policy has helped increase the company's sales six-fold in the past decade. Today Lenox and its wholly owned subsidiaries do a volume well in excess of \$10 million.

Distribution of Lenox items is much more limited than that of such

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allied lines as crystal and silverware, Petty points out. His company's policy of limited dealerships helps the retailers enjoy maximum profits and volume for the Lenox line.

The company could add many more stores at any time, for it is constantly flooded with requests for dealerships. But the Lenox approach is to calculate the potential sales in any given market area and then make sure that it has adequate—but not too many—dealers.

► Sales potential in any given area is calculated by combining some 24 economic and area indices to determine the amount of business Lenox expects from that market. Petty explains that "in addition to including such standard indices as B.P.I. [the Buying Power Index from Sales Management's 'Survey of Buying Power'], jewelry store sales, and number of Cadillac owners, we put special emphasis on the habits peculiar to the middle- and high-income groups."

A typical allocation in a sizable city would be a major department store providing distribution downtown as well as in its suburban branches;

a prestige type of jewelry store; and, to fill out the potential, perhaps a recognized gift store.

► It is important that a new dealer have a well-organized and well-rounded department which will give Lenox products maximum exposure. The company also makes sure that a new dealer has a wide selection of top-brand sterling, crystal and other items appealing to the gift market.

The result of these practices has been that, year in and year out, Lenox has had steady growth and has maintained leadership in its dinnerware line.

An excellent example of the effectiveness of the company's sales policies is what happened when they were applied to the Lenox giftware line. Starting from almost nothing a few years ago, this is now a multi-million dollar business—larger than the entire dinnerware sales in 1946. Giftware sales are increasing at a rate of more than 25% each year.

The responsibility for administering the company's sales program is placed on a national field sales manager who supervises the 16 district

managers. Lenox calls its district managers professional men in field marketing rather than salesmen.

The 16 district managers carry on a continuing, professional sales training program. The managers maintain personal contact with the buyers; bridal consultants; and merchandising, display and advertising managers of the various stores—and set up training programs for the sales clerks.

► The district managers also make available two different movies and strip films for training purposes. They are responsible for the effective display of dinnerware in the store and for ways in which bridal registries can be used most effectively. Clerks are furnished with a number of sales aids and displays.

The company believes in backing up its dealers with national advertising. Each year for the past ten years Lenox has had the largest advertising budget in the entire dinnerware field. Through a New York agency, it maintains a year-round publicity effort directed toward both trade and consumer publications. ♦

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Write on company letterhead for "1961 Major U. S. Markets Analysis" Brochure of all 300 Metropolitan Markets.

Greensboro News and Record

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WHAT WILL THE NEW SATURDAY EVENING POST BE LIKE? It will be a magazine of many voices. Free to shout out a feature seven pages in a row...or whisper a feature in a single page. ■ A voice unbroken in interest, from the feature that says hello in the front to the one that lifts its hat in the very back. ■ It will be the freshest voice to be heard in the land—springing from deep breaths of the bracing air of new graphic design and inspired by the power of the written word. ■ It will forecast events to come, in new features whose purpose is to be weeks, months, even years ahead of press coverage. And it will seek out and find the kind of story that makes news itself, because nobody else has searched and dug and unearthed it. The announcing of headline news it will leave to the smooth-voiced gentlemen of the 15-minute programs, who can do it so much faster. ■ It will tell stories, for stories are part of people from the bedtime tales of childhood to the yarn that only a lifetime of living can spin. It will tell them in a new and eye-widening way. ■ It will offer "Speaking Out: the Voice of Dissent," a new feature which will provide a forum for the odd-ball view. (There is a need, in this age of homogenized reporting, for a little sour cream.) ■ It will speak thoughtfully in an Adventure of the Mind...speak in the bubbling staccato of youth, whose language our new young men and women editors dig well. It will share a laugh with readers, giving greater space and emphasis to cartoons. ■ It will sing the tune of these changing, challenging times. These times of a growing-up, wising-up people. People with the brains to think and the vigor to act. And the tempo of the tune is *prestissimo*. ■ It will be a magazine of many voices, yet all one voice. The well-known, well-loved voice of The Saturday Evening Post. Not some far-off, chilly voice, but the recognized voice of the family. Riveting the interest of women and men alike, and their offspring, too. A voice big enough to be heard (that's easy)...and respected enough to be influential (that's tough). And determined to continue to be a constructive force in America. ■ What will the new Saturday Evening Post be like? There will be no other magazine quite like it. Unpredictable, unique and urgent reading for its growing family of readers. ■ It has been more than two years in the making. Next week, The Saturday Evening Post will bring a new excitement onto the reading and advertising scene. The September 16 issue. On sale September 12. Don't miss it! **LIKE NO MAGAZINE YOU HAVE EVER READ BEFORE**

Mistakes Are Made to Learn From

Leaping before looking can have disastrous results, as Stephen F. Whitman & Son, Inc., learned the first time it tried to crack the supermarkets. The growth of shopping centers and supers over recent years made them markets the company couldn't afford to neglect, so it moved its traditionally high-price "quality" line of chocolates right in. The resultant flop was costly, but it taught Whitman a lot about breaking into low-price mass markets.

Stephen F. Whitman & Son, Philadelphia, was convinced that its premium-quality products could be adapted to supermarket selling, but it had to go through one failure, plus studies, surveys, package re-design and an 11-state test market operation to prove it.

The flop turned out to be an important ingredient, for it taught the company a never-to-be-forgotten lesson about the necessity of thorough market research and some basic rules for selling the supers. Now the supermarket branch of Whitman chocolates has national scope, and its sales figures are in the millions.

Whitman had long been feeling the lure of low-margin, high-velocity selling. It had carefully watched the

growth of supers and shopping centers in recent years. By 1950, fully 8% to 10% of the nation's candy sales were being made through these outlets. (As if to back up Whitman's decision, the ratio recently passed the 25% mark.)

The 120-year-old company distributed its high-price, gift-boxed candies through drug and department stores. The Whitman Sampler, itself a success for 50 years, retails at \$2 for a 1-lb. box. Other varieties range up to \$5, and some of the de luxe packages go even higher.

But everything pointed to the successful distribution of a modified product through supers. Whitman had a national sales organization; it had a well-known name and a repu-

tation for quality; and since it produced its own chocolate, it could maintain a lower overhead than other candy makers, hard-pressed by the increased costs of both chocolate and nuts.

In 1958, Whitman took the plunge. It developed a 16-item "self-service" line. Each package in the new line contained one type of candy rather than a variety, as in the gift boxes. Packages were priced at 29 and 39 cents and ranged in size from 4 oz. to 5 oz. The company moved the new line into supermarkets and shopping centers in major markets along the East Coast, then sat back and waited for sales to soar.

But nothing happened. After almost a year, sales were still discouragingly low, and the operation was considered a bust.

Give Up, or Try Again?

Whitman was faced with the choice of giving the whole thing up as a bad job, or "throwing good money after bad" to find out why the attempt had failed. Since the steadily climbing percentage of candy sales through supermarkets was too big an incentive to ignore, the company took the second course.

Going directly to the source, Whitman queried supermarket operators



OLD AND NEW packages of the same product dramatically illustrate the shift to increased weight and greater visibility



in the self-service line. The old assorted-chocolates box shown at left weighs only 5 oz., 2 oz. less than the new.

throughout the country as to why the self-service line flopped. Here's what it was told:

- The price was right — while 29 cents was preferable, 39 cents was still acceptable — but apparently everything else was wrong.

- The packages were too drab. When placed next to the more outstanding and attractive packages of competitors, they faded into the shelves. A good tip in color selection was passed along: take color slides of the combinations you want to use next to competitive packages, the company was told. If they stand out on the slide, they'll stand out on the shelf. So Whitman took pictures of over 150 color combinations.

- The packages were too small. They needed more size as well as color to catch the eye, and customers usually felt they were getting short-changed. "Raise prices to 39 cents if you have to," said the supers, "but add more weight." So Whitman increased it. Now they range up to 8 oz., and most of the packages are 5 and 6 oz. The smallest package in the line, chocolate-covered nuts, is now 4¾ oz.

- Use windows. In merchandising food products it's always best to show the actual product. So windows were added on the new packages.

Finally, when all these preliminary problems were ironed out, Whitman took the new package into an 11-state test market. Store audits were conducted by Selling Research for eight months, and the results showed that the painstaking efforts that went into the second attempt were paying off.

► The audits indicated that Whitman could do as well or better than some products that had been in supermarkets for 20 years.

In September of 1960, the company went national with 16 items. This year three new products are being added to the line, and the self-service candies are being marketed through the old drug store outlets along with the gift-box products.

Today Whitman's supermarket division has a sales manager, three division managers and 55 brokers. A full year has not yet elapsed since the company went national, and the sales figures are in the millions.

As Marketing V-P Julian T. Barksdale puts it, mildly, "We're quite pleased with the results." ♦ CJS

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Executive Shifts In the Sales World

Allegheny Ludlum Steel Corp., Pittsburgh—Grady L. Roark has been named general manager of sales.

Allis-Chalmers Manufacturing Co., Milwaukee—Charles W. Parker, Jr., appointed to the new post of general marketing manager, New Products Department.

Alcoa, Pittsburgh—George B. D. Peterson has been named v-p, field sales and distribution; Samuel J. Simmons, Jr. is the new v-p, industry sales.

American Can Co., New York—Roscoe M. Roberts promoted to general manager for the Canco Division.

Baking Industry Magazine, New York Office—Charles A. Barnes appointed advertising sales manager.

Colgate-Palmolive Co., Pharmaceutical Laboratories Div. New York—Jack I. LeVant named director of marketing.

Dole Corp., San Jose, Cal.—J. R. ten Bosch assumes new position of director of sales development.

Esquire Shoe Care Products, New York—Daniel J. Olian named general sales manager.

General Foods Corp., White Plains, N.Y.—John E. Crossen has been appointed general manager, Distribution-Sales Services Division, and Lyman D. Ketchum, sales manager for GF's corn mill operation in Kankakee, Ill.

General Foods, Jell-O Div., White Plains, N. Y.—George M. Perry promoted to national sales manager.

The B. F. Goodrich Co., Akron, Ohio—Henry P. Stockbridge named to new position of director—new product planning.

Mosler Safe Co., Commercial Div., New York—Arthur F. Anderson appointed national sales manager.

Olin Mathieson Chemical Corp., Packaging Div., New York—Candler W. Ellis named manager, marketing services for film operations.

Ortho Pharmaceutical Corp., Raritan, N. J.—John P. Shepard appointed sales manager. Mr. Shepard started with the company as a salesman in 1949.

Owens-Corning Fiberglas Corp., Industrial and Commercial Construction Materials Div., New York—John F. Vyverberg named marketing manager.

Pillsbury Co., Grocery Products Div., Minneapolis—L. James Kennedy and James R. Peterson named directors of marketing. Mr. Kennedy is to be in charge of mixes and Mr. Peterson is to be responsible for flour and specialty products.

RCA Whirlpool, St. Joseph, Mich.—A new top executive post within the sales department will be headed by S. E. Sweet, as director of merchandising.

St. Regis Paper Co., Nifty Manufacturing Co. Div., New York—Carl W. Plehaty, Jr., elected vice president in charge of marketing for school supplies and stationery.

Sales and Marketing Executives-International, Inc., New York—Michael P. Komar appointed director-at-large. Mr. Komar is general manager of sales, engineered products, for Inland Steel Products Co., Milwaukee.

Smith Brothers, Inc., Poughkeepsie, N.Y.—Robert L. Wolpert named general sales manager.

Stone Container Corp., Paperbox Div., Chicago—Walter H. McCallum made sales manager of national accounts.

Wyandotte Chemicals Corp., Detroit—Carl Smith elected vice president, industrial chemicals marketing.

Wheeling Steel Corp., Wheeling—Virgil C. Dollman will become manager of the Tubular Sales Department.

Willys Motors, Inc., Toledo—Election of James Beattie, Jr., as v-p and general sales manager has been announced.

Books for Marketers No. 2

A continuing list of up-to-date books on the arts and sciences of selling. Tear out and save each installment for a complete marketing bibliography.

MARKETING PRINCIPLES

MANAGEMENT OF THE PHYSICAL DISTRIBUTION FUNCTION. American Management Assn., 1515 Times Square, N.Y., 1960. \$5.25

MANAGERIAL MARKETING: PERSPECTIVE AND VIEWPOINTS, by E. J. Kelley and W. Lazer. Richard D. Irwin, 1818 Ridge Rd., Homewood, Ill., 1958. \$8.00

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MARKETING BEHAVIOR AND EXECUTIVE ACTION, by W. Alderson. Richard D. Irwin, 1818 Ridge Rd., Homewood, Ill., 1957. \$9.35

MARKETING CHANNELS, by R. M. Clewett. Richard D. Irwin, 1818 Ridge Rd., Homewood, Ill., 1954. \$9.00

MARKETING CONCEPTS IN CHANGING TIMES, ed. by R. M. Hill. American Marketing Assn., 27 E. Monroe St., Chicago, Ill., 1959. \$6.00

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PRICE PRACTICES AND PRICE POLICIES, by J. Backman. Ronald Press Co., 15 E. 26th St., N.Y., 1953. \$8.00

PRICING IN BIG BUSINESS: A CASE APPROACH, by A. D. H. Kaplan. Brookings Inst., 1775 Mass. Ave., N.W., Washington, D.C., 1958. \$5.00

PRINCIPLES OF MARKETING, by T. Beckman et al. Ronald Press Co., 15 E. 26th St., N.Y., 1957. \$7.50

PRINCIPLES OF MARKETING, 3rd ED., by F. E. & C. P. Clark. Macmillan Co., 60 Fifth Ave., N.Y., 1942. \$6.75

PROBLEMS IN MARKETING, by M. P. McNair et al. McGraw-Hill, 330 W. 42nd St., N.Y., 1957. \$7.50

PROFITABLE EXPORT MARKETING, by M. Maddan. W. S. Heinman, 400 E. 72nd St., N.Y., \$4.50

PROFITABLE FARM MARKETING, by O. L. Snowden and A. Donahoe. Prentice-Hall, Englewood Cliffs, N.J., 1960. \$7.35

READINGS IN MARKETING, by M. P. McNair and H. L. Hansen. McGraw-Hill, 330 W. 42nd St., N.Y., 1956. \$6.50

RETAILING, 3rd ED., by P. C. Kelly and M. B. Brisco. Prentice-Hall, Englewood Cliffs, N. J., 1957. \$10.00

RETAILING MANAGEMENT, by W. R. Davidson and P. L. Brown. Ronald Press Co., 15 E. 26th St., N.Y., 1960. \$8.00

RETAIL MERCHANDISE ACCOUNTING, by H. F. Bell. Ronald Press Co., 15 E. 26th St., N.Y., 1956. \$12.50

RETAILING: PRINCIPLES AND METHODS, by D. J. Duncan and C. F. Phillips. Richard D. Irwin, 1818 Ridge Rd., Homewood, Ill., 1959. \$10.60

RETAILING: PRINCIPLES AND PRACTICES, by P. L. Brown and W. R. Davidson. Ronald Press Co., 15 E. 26th St., N.Y., 1955. \$8.00

SELECTED CASE PROBLEMS IN MARKETING MANAGEMENT, by D. E. Faville. Prentice-Hall, Englewood Cliffs, N.J., 1961. \$6.60

(To be continued in the next issue.)

Complete Marketing Bibliography Available

As a service to readers who would like to have between two covers a comprehensive list of some 1500 books covering the many functions and techniques of marketing, the editors of Sales Management have published a compact 106-page bibliography. It is entitled "Books for Marketers." Price \$3.00. Write Readers' Service Dept., Sales Management, 630 Third Ave., New York 17, N. Y. Please enclose remittance.



YOU CAN QUOTE ME...

"We choose the WLW Radio and TV Stations for advertising MY-T-FINE Puddings and SWEL Frosting Mix because the WLW call letters speak for themselves as a symbol of leadership in the broadcasting industry."

Jeanette LeBrecht

Jeanette Le Brecht
Vice President, Media
Grant Advertising, Inc.,
New York



I'LL SAY THIS...

"Yes, the Crosley Stations offer the big three—programming, audience, promotion . . . which are all-important to an advertiser and an agency in wrapping up a SWEL time package with MY-T-FINE results!"

Marion MacDonald

Marion MacDonald
Vice President, Creative
Grant Advertising, Inc.,
New York

Call your WLW Stations' Representative . . . you'll be glad you did!

WLW-D
Television
Dayton

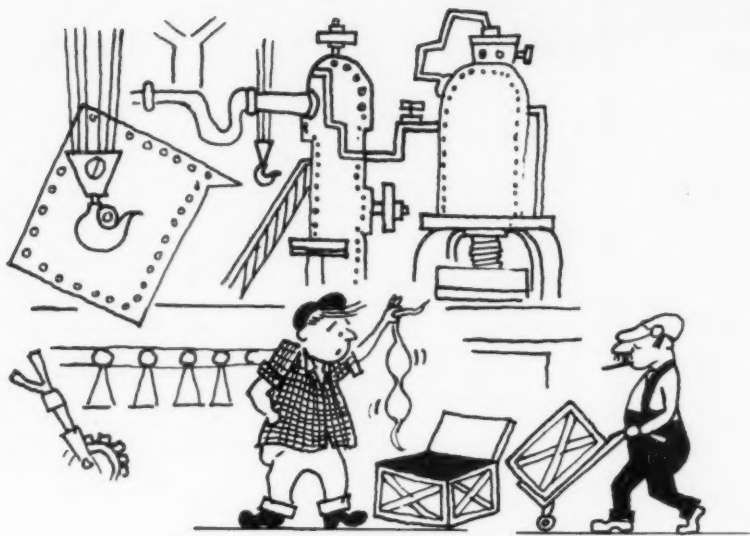
WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

WLW-A
Television
Akron

WLW-I
Television
Indianapolis





The 'Other' Causes of Lost Sales

**When someone goofs in shipping, accounting or credit, is the salesman left holding the bag?
How much time does he waste soothing irate customers as a one-man complaint adjuster?**

By EUGENE WHITMORE

Near Chicago's State St. and Kinzie is a small business which deals in tape recorders, duplicators, dictating machines and typewriters. The owner, a skilled expert in his line, takes great pride in his service to customers. He had an electric typewriter I was ready to buy.

"Sorry, Gene, I just can't sell you this machine. Where you are,* the service and maintenance charges will bankrupt you." He knew that, because my office is 30 miles from the nearest service-and-parts depot, it would cost at least \$12 every time a serviceman walked in my door. A sale was lost because of a "kink" in the service setup.

So, taking his advice, I sent an old typewriter to the Dallas office of a leading typewriter company. A week or so later when a big box arrived, I assumed it was my typewriter—rebuilt

and cleaned. But I was wrong. The box held a brand-new adding machine—one intended for a Sears store somewhere out on the windy plains of west Texas.

Okay, so someone made a mistake; everyone does. What does this prove? Well, listen. They told me they'd try to find my typewriter; which they did—three weeks later. And a typewriter to me is like a taxicab to a taxi driver. Did they ask my pardon, offer to lend me a machine while mine was at the office of an astonished customer expecting an adding machine? They did not. They even seemed a bit put out at me for their own mistake.

Four years ago I paid more than a hundred dollars for a print-timer, an electronic device alleged to measure projected light in a photographic enlarger. It worked beautifully for a time, turned out the finest prints ever to come out of my darkroom. Then it balked. I sent it back to the factory paid about \$4 express charges. Back it came with the maker's promise that

my troubles were over. Once more it turned out brilliant, accurately exposed prints—for a few days—then it sulked again. Back to the factory. Same experience. I'm tired of enriching the transportation companies, so the gadget lies idle in a corner.

So what? One machine is out of kilter. Well, here's what: several more companies are minus a couple of hundred dollars because I'm not about to put anything on the line for another timer—at least not until someone guarantees that it works and agrees to pay transportation charges both ways in case it fails. While I need several new pieces of equipment, this experience makes me wary, suspicious and slow on the reach to my money pocket.

The dealer who sold it to me says to shoot it back once more to the factory. But he doesn't offer to exchange it for a new one, or even to heckle the manufacturer. He just plays dumb.

Select a consumer, anywhere, who has recently bought a dishwasher or

*Author Whitmore lives in Lockhart, Tex. Population: 6,100.

WESTERN ARCHITECT & ENGINEER

Your best approach to
the specifiers of building
materials, supplies and
services for \$9 billion
of annual construction
in the West.

255 CALIFORNIA ST.
SAN FRANCISCO 11

A McGRAW-HILL PUBLICATION



ORCHIDS

for her will mean

MORE

SALES
TRAFFIC
GOODWILL

NOW
FOR AS LITTLE AS

9¢
EACH

WRITE TODAY!



ORCHAWAII

ORCHIDS OF HAWAII, INC. →

MAIN OFFICE
305 7th Ave., N. Y. 1, N. Y. • OR 5-6500

Branches
• 469 E. Ohio St., Chicago 11, Ill. • Tel. 467-5765
• 24421 Narbonne Av., Lomita (L.A.), Cal. • DA 5-0381

an office machine, paid a repair or service bill, or plunked down a few hundred dollars — for a fine gun, a telescopic sight or an item supposed to be manufactured with exact tolerance, with great skill and accuracy—and he will tell you hair-raising tales of bad service, unkept promises and downright nose-thumbing at the buyer by the seller.

Business has been so good for so many years, with customers marching to cash registers with so much money in their eager hands, that too many businessmen seem imbued with the idea that they have a divine right to take money and fail to deliver promised service, quality or performance.

In January 1961 I bought a duplicator from the Kansas City branch of a big outfit whose stock has soared for many years now. I bought this duplicator because a salesman won my confidence and gave me a splendid demonstration.

However, when the invoice arrived a letter accompanied it explaining that the following errors had been made:

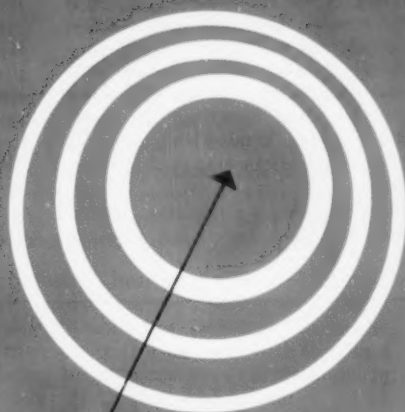
1. A mistake in price
2. A mistake in the price of an attachment
3. A mistake in the sales tax charged
4. A mistake in the freight charge

Four mistakes in writing one order for a standard machine right out of company stock. And—they had shipped the machine to the wrong town. I had to pay five dollars extra and make two long-distance telephone calls to retrieve my duplicator from a truck line which does not service my town.

Though I wrote the company president about my troubles, a sales manager answered and assured me that now that I had at last obtained the machine everything would be fine (Or something like that.) But where

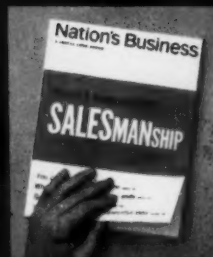
Do These Things Happen in Your Company?

1. Indifferent telephone answering; customers shunted from one person to another.
2. Complaints, inquiries, requests for prices, information and instructions ignored or answered weeks later.
3. A high percentage of back orders or "stock-outs" in shipments to customers.
4. Vague or noncommittal answers to legitimate complaints.
5. Billing delayed until customers are deprived of cash discounts because bills are backdated to coincide with shipping dates.
6. Jobbers with overlapping territory promise exclusive sales rights to dealers—and sell two dealers in the same small town or neighborhood.
7. Weaseling out of guarantees because of a slight technicality—such as failure to mail guarantee card within five days of purchase date.
8. Letters of inquiry are answered by, "We have referred your inquiry to our nearest dealer"—but the dealer never gets around to sending catalog or prices.
9. Branch office or salesroom employees waiting on customers lack the ability or inclination to answer simple and well-justified questions.
10. Interminable delays in obtaining repair parts or servicemen's attention.
11. Collection letters arrive before the merchandise is received.
12. Letters say, "We have referred your inquiry to another department," and weeks pass before the "other department" answers.
13. Salesmen are hampered by credit department demands to collect, investigate, report or follow up delinquents when this is the credit department's responsibility.
14. Too much mail from a dozen or more departments wastes salesmen's valuable selling time.
15. Too many department heads give salesmen conflicting instructions.



TOP MANAGEMENT BENEFITS:

The Lincoln National Life Insurance Company, Fort Wayne, sells group insurance to the businessmen who read Nation's Business with an approach aimed at top-level management: promise of lowered administrative costs, increased employee goodwill. Because over 600,000 of Nation's Business 750,000 readers are presidents, owners, partners or other corporate-level executives, Lincoln Life (and practically every other business insurance advertiser) finds Nation's Business a profitable source of new business. In 1960, Nation's Business published more life insurance advertising than any other P.I.B. business magazine... pushing total insurance pages up 15% since 1958. Action in business results when you advertise in Nation's Business.



Nation's Business WASHINGTON / ADVERTISING HEADQUARTERS: 711 THIRD AVENUE, NEW YORK 17, N.Y.

do you think I will buy my supplies?

It is little wonder that present-day advertising men complain that their best work falls something short of hauling in the required results. It is little wonder that these days we find it much more difficult to influence buyers. Retailers report to me that some wholesalers consistently average more than 40% "out of stock" failures to ship. It takes a vast amount of the salesmen's time to explain these failures.

Before buying a duplicator, I twice visited the New York sales room of

another big duplicator manufacturer. No company has more of my admiration than this one. Yet, after two visits, I came away with many pertinent questions unanswered. The young men who waited on me didn't know the difference between a friction feed and a suction feed, and they weren't sure what size halftone was printable with reasonable resemblance to letterpress quality.

Bad service, indifference to buyer needs, failure to modernize products or to step up service to keep pace with customer requirements are mak-

ing customers suspicious, driving them into the hands of foreign competitors, and causing them to make do with obsolete equipment.

One question every sales manager ought to ask every morning is "How much of my salesmen's time is spent in correcting home- or branch-office errors, patching up complaints — just complaints — and trying manfully to hold a customer's good will and patronage after he has been sorely vexed by some shipping department, credit man, traffic man, correspondent or accountant who denies him the right to take a cash discount even though the bill arrived so late the cash discount period was up?"

In part of my work I travel with salesmen. Last fall I went, with a salesman out of Pittsburgh, to visit some of his customers in New Kensington, Pa., a town famous for aluminum ware. As we walked into one bright, well-arranged store, the owner began hurling oaths at us on a scale that would make Captain Bligh sound like a Boy Scout master.

► What on earth was the trouble? This dealer had plenty. After a water heater he had sold to a customer failed, the manufacturer had hidden behind technicalities to escape making good on his written guarantee. Further, though the dealer had bought a certain line with exclusive selling rights in his town, another wholesaler had sold his competitor the same line. Nor was this the end—the credit man was harassing him to pay a bill for merchandise which had not arrived.

To get answers to the problems we met here, I looked at a dozen books on salesmanship, viewed slide films and motion pictures on how to answer objections, but found no solutions.

How many printing orders have been delivered as promised recently? How many times have servicemen — paid to keep your office machines in working order — practically said that your almost-new machines were unfit for repair, and hinted that you are a stingy cuss not to buy the latest model, which is little, if anything more than a redecorated version of your present model?

► How many times have you found airplane flights so badly oversold that six to a dozen passengers were denied space? How many times have hotels fouled up your reservations? How often do you suffer from unexplainable delays in mail, freight and express service? How many times have shipments—carefully packed, padded, crated and wrapped — arrived at your



This is a typical
Cleveland food buyer
(*The upper economic half
buys most of
the packaged food*)

This is a typical Cleveland
Plain Dealer subscriber
(*Most of The Plain Dealer
circulation goes to the people who
buy most of the packaged food*)

*This is your customer
and our customer*

The Cleveland PLAIN DEALER

Represented by Creamer & Woodward, Inc. New York Chicago Detroit Atlanta San Francisco Los Angeles
Member of Metro Sunday Comics and Magazine Network

receiving room looking as if lightning had struck them?

In short, how often do you encounter frustrating disappointments in buying even the simplest items?

Business departments in charge of paperwork seem obsessed with the idea that all is well if the last form is properly filled out and duly filed at the home office. Whether the customer has received the right or wrong merchandise is a matter of indifference—if the statistical, the billing, the collection, the shipping, the sales analysis and the tax departments, as well as the vice president in charge of inventories and control procedures, have their papers in proper form.

The shadow of a powerful accounting vice president or controller seems to cast an air of hair-splitting belligerence over too many sales departments. What and who gives him carte blanche to load salesmen with more paperwork than a chief clerk in the Internal Revenue Service?

► Does your credit manager require salesmen to do most of his work? Does your credit manager ask your salesmen to visit banks and check on customers' financial affairs? Does he send long reports for salesmen to fill out and return to him? Why doesn't he do this work from his department?

In a recent study of one company it was estimated that salesmen must spend from 20 to 50 hours a month on paperwork. This was the estimate of branch managers, regional managers and the salesmen themselves. How can any salesman spend that much time on paperwork and still make sales, find new customers and service old ones?

Nevertheless, there are people who know how to design, plan and execute excellent customer service. They are the ones who are seldom hurt by recessions. They are the ones who will get my business. ♦

Sound Off . . .

Much of **Sales Management's** editorial planning is ignited by subscribers themselves, through their letters-to-the-editors. We welcome not only your reaction to **SM** articles, but invite you to tell us what subjects you'd like to see us tackle.

Construction Business

- Lively second half in sight . . .
- Commercial buildings and public works pace the rise . . .

Construction volume is still rising and the second half of '61 is expected to be substantially ahead of last year in almost every class of work. Biggest gain will be in Federal awards, 16%. State and Municipal contracts are up 11%; privately financed work is up 10%.

Designs and plans for new industrial buildings increased sharply in July. Contracts for actual construction are running well ahead of previous forecasts and slightly ahead of last year. Domestic plant construction has had to compete (for dollars) with the flood of new American plants being built overseas . . . investment in "ex-patriot" plants during '61 is estimated at \$4.5 billion.

Peter Kiewit Sons' Co., Omaha, Nebraska made history by bidding 16% below estimates for second Minuteman missile base at Ellsworth Air Force Base, Rapid City, So. Dak. Price: \$56,220,274. Bids on first Minuteman launching complex topped engineers' estimates by 50%.

\$30 million, 100,000-ton-a-year newsprint plant being planned for Whitecourt, Alberta by Alberta West Forest Products Corp. Engineers: Johnson & Johnson of Chicago and H. K. Ferguson of Cleveland.

Hawaiian Dredging and Bechtel Corp., both of Honolulu are joint venturers in a new generating plant for Hawaiian Electric Co. Cost: \$5.3 million.

Pittsburgh due to get a new \$12 million motor hotel. Owner: Golden Triangle Hotel Co. Architects: Edward Durrell Stone of New York and Harry H. Lefkowitz of Pittsburgh.

Highway contractors again raised their bids during second quarter of this year, but they are still bidding 7% below their '57 price peak.

More hotels—Bechtel International (New York) has \$10 million contract to build a hotel in Frankfurt, Germany for Intercontinental Hotels Corp., also of New York . . . Hilton Hotels International will build a new \$12.5 million hotel in Tokyo.

Orders for construction equipment are running 7% ahead of last year for first half '61, despite slight dip in June. Outlook for last half indicates continuing gains.

Construction contracts, aggregating \$16 billion, let during '61 to 10,234 of country's largest general contractors. Biggest: probably Omaha's Peter Kiewit Sons' Co. Raymond International of New York is likely in second place, followed by Geo. A. Fuller Co., also of New York.

ADVT.—Construction is an active industry. EN-R's readers are active in this industry. They react to EN-R advertising. Example: Kaiser Aluminum recently used three ads to introduce a new idea in culverts . . . received 3,543 replies, divided among engineers, contractors and owners—the "buying team" that must be reached to sell building and construction products and materials. Only ENGINEERING NEWS-RECORD gives this necessary, balanced advertising coverage.

ENGINEERING NEWS-RECORD

A McGraw-Hill Publication, 330 West 42nd Street, New York 36, N. Y. ABC/ABP



A complete TV studio—plus theater screening equipment—goes on a multi-city tour.



Mayflower simplifies even the most complicated moves



America's Most Recommended Mover

● Color television cameras, transmission and receiver consoles, monitors, lighting and projection equipment—a half-million dollars worth of delicate units for Smith, Kline & French's elaborate closed circuit TV telecast demonstrations—has been "touring by Mayflower" for the past several years.

Moved from city to city in one of Mayflower's new special tandem-axle "soft ride" Mayflower vans, every show was televised on schedule. Every piece of equipment was delivered undamaged for each different city's performance.

It will pay you to call your Mayflower agent for your next moves of high value equipment or exhibits. Write now for "17 Reasons Why" an illustrated booklet particularly helpful for exhibit managers.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA

Marketers Begin to Tune In

FM broadcasting, that emaciated nobleman of the airways, is slowly gaining the recognition and advertising fat so long predicted and promised.

Marketers are taking a shrewd second look at this 20-year-old medium, which presently is increasing at a faster rate than either AM radio or television.

FM penetration of major U.S. markets is over 40% and growing. The New York area, the leader with 2.5 million FM homes, has a market penetration of 53%. In a few cities FM has tallied as much as 60%. Yet even with widening circulation, FM is still a prime way of reaching a narrow segment of buying power—the “quality” listener.

Best results in FM are saved for advertisers who are not only tired of playing the “numbers game,” but have given up the philosophy of hardening the commercial if sales don’t skyrocket overnight. FM is long-range and soft-sell—for advertisers who can be both aggressive and patient, who can meet the medium on its own terms.

What Is FM?

Technically a better method of broadcasting, FM offers the listener

a better sound—with less static and interference, and high-fidelity capabilities.

And it’s the listener who occupies the pedestal in FM broadcasting. He is soothed, stimulated, petted, educated, pampered—in fashions, however, that are usually above the bombast and hammerlocks customary to mass media.

► The mainstay of FM programming is still music. In the early days, clearly “serious” music predominated; now, more of the music occupies a middle ground: semi-classical, show music, popular songs dry-cleaned by violins; also jazz, folk songs, but to a much lesser degree unless the station is high-brow oriented. There are also “discussion” programs, some quite esoteric, but most in the middle ground—deep, yet not beyond anybody’s depth. Perhaps not so surprisingly, when FM broadcasters speak of “public service,” the phrase loses its connotation of dull people and dull subjects wed by an FCC shotgun.

The market? Solid adult. Reportedly only 15% of FM listeners are 18 or under. They are as well off in income as in years. In its composite picture of Pulse surveys, the National

Assn. of FM Broadcasters reports that 68% of the FM audience makes over \$5,000 yearly, with 35% of that figure having an income of \$7,500 or more. The FM listener is a college graduate 26% of the time, and an additional 18% of listeners have at least attended college. The “professional-executive-proprietor” class represents 29% of the FM audience.

From a consensus of profiles produced by FM stations, the average listener emerges as being intelligent without being downright intellectual; he has expensive if not exorbitant tastes; he might be a community leader; he lives in a better section of town; he is likely to own more major appliances. Whether in fact or his mind’s eye, he identifies with the better things of life.

► The FM audience is a money market that should offer an ideal target for the imaginative marketer. But a paradox exists. Because FM represents a class medium, it can’t offer the mass audience that many advertisers and agencies regard as essential in scheduling media. Time-buyers ask for fewer profiles that show the high quality of the FM listener and more cost-per-thousand figures. This kind of thinking seems to gloss over some

WDTM’s ‘Quality’ Listener

Representative of much of the best that’s happening in FM today is WDTM of Detroit. Less than a year old, it is the first of the Taliesin Stations, which will eventually include Milwaukee, Pittsburgh and Cincinnati in an FM group.

Standard equipment for the FM station is a profile of the average listener, and WDTM is not laggard.

The results: (1) 55% of those making \$10,000 or more were subscribers to the WDTM program calendar (as against only 16.2% of the residents of the greater Detroit area); (2) 64% were in the “professional,

technical and kindred workers” category (as against 9% of the area); (3) 60% of the subscribers were college graduates (as contrasted to 6% for the area population); (4) subscribers were found to listen to FM on an average of 156 minutes per day.

WDTM’s programming is ambitious: music (the N.Y. Philharmonic, live), commentary (depth-reporting includes sending its own man to Europe to investigate major news stories), and special features (full-length plays, children’s stories, discussions of jazz).

Such stations are the “new wave” in U.S. radio.

NUMBERS

The cost of calling on 40 industrial Purchasing Agents is about the same today as the cost of reaching over 30,000 PA's with a full-page advertisement in PURCHASING Magazine. That's about 750 times as many impressions. And it's not even counting the thousands of passalong readers. Suggests to us we should be receiving your ad plate soon. PURCHASING Magazine is published biweekly by Conover-Mast.

of the primary advantages of FM.

The FM listener—who often subscribes to a guide so he won't miss programs—usually has a belief in his station that is rare in mass communications. To him the FM station has a personality: independent, uncontrolled, interested in his well-being rather than just in making money. Advertising, consequently, as a reflection of the station, becomes something to be considered rather than guarded against. The advertiser buys a specially receptive audience as much as he buys a special audience.

Increased competition supplies part of the reason for the rise of FM and other specialized media channels. Just because the FM listener represents a quality audience, however, it would be a mistake to think of him as only a minute segment of the mass audience. The mass is going class.

There are presently some 15 million FM homes. In 1960, over 1.6 million FM-tuning units were marketed. There are FM sets that can be bought for as little as \$20, which is certainly a long stride toward a mass approach. The stations themselves are very much a part of this upsurge. More than half are three years old or less.

Types of Stations

Basically, there are three types of stations: (1) independent or affiliated FM stations with independent programming; (2) stations which, at least part of the time, duplicate the programming of a sister AM station, and (3) stations which broadcast the same programs as their sister AM stations. Fifty-six percent of stations which responded to an NAFMB survey reported affiliation with an AM station, but 72% program separately at least part of the time.

The average FM station is on the air for 18 hours a day, gets most of its listenership from 6 to 9 p.m. A survey of the FM industry by the John B. Knight Co. shows that 67% of FM stations derive more than 90% of their time sales from advertising local products and services.

Lack of promotion of the medium, a running charge of ad agencies, is reflected by the report that 21% of FM stations do not have even one full-time salesman selling FM time. Fifty-seven percent of the stations do not have a national sales representative for FM time sales. Perhaps this isn't quite so surprising since, of the stations that have a national rep, 61%



SERVICE

is why America's
top companies meet at
Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! *Service*—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real **SERVICE** makes!

ALBANY, N.Y.
The Manger
DeWitt Clinton

CHARLOTTE, N.C.
The Manger Motor Inn

CLEVELAND, OHIO
The Manger

NEW YORK CITY
The Manger Vanderbilt
The Manger Windsor

PHOENIX, ARIZ.
The Manger
Desert Sun Motel

ROCHESTER, N.Y.
The Manger

SAVANNAH, GA.
The Manger
The Manger Towne &
Country Motor Lodge

WASHINGTON, D.C.
The Manger Annapolis
The Manger Hamilton
The Manger Hay-Adams

Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y.

Please send me full information about Manger Hotels meeting and convention facilities.

Name _____

Company _____

Title _____

Address _____

City _____ Zone _____ State _____

get less than 5% of their income from FM time sold by the national representative.

The number of spot commercials per hour is limited by 91% of FM stations which program separately, and 61% of them limit spots to six or less per hour.

► FM's coming of advertising age is shown by the networks and station groups that have come into existence. The QXR network, which covers the major New England and Middle Atlantic areas from Boston to Washington as well as New York State, is the largest in the country. QXR, like some other networks, performs representation-sales functions for its members.

One peculiar aspect: In some markets the air is saturated with FM, yet the stations remain mostly non-competitive. In New York, for instance, the largest FM market in the country, there are 20 FM stations all going their separate ways.

But the separate ways are connected by many of the same advertising accounts, or at least the same types of accounts.

Some of the advertisers on New York stations: Zenith, the N. Y. Telephone Co., Time magazine, Pan American, BOAC, Lufthansa, Switzerland Cheese Assn., Lowenbrau beer.

The most obvious type of FM advertiser is one whose product's primary appeal is to higher-income families (e.g. Cadillac). But there are also the institutional advertisers such as banks and utilities, the mass producer who wants the specialized coverage offered by FM, and the advertiser who wants to keep steadily in the eye of the market since his selling is a long-term proposition.

► What should a prospective advertiser look for in an FM station? First, he should try to determine the station's image, its personality. What status and meaning does it hold in the community? Are its programs listed in the newspapers? Does it have a program guide (some are so elaborate they qualify as magazines)? What other advertisers use the station?

At the very least, FM is worth a searching investigation by the marketer. It is reaching too many of the right people to be ignored. ♦ AJV

ANNOUNCEMENT

*Circulation of the Hagerstown Herald-Mail Increased
Nearly As Much Last Year As In The Previous Three Years*

Circulation in the Second quarter of 1961 gained 1,236 over the same period of 1960. From 1957 to 1960 the circulation increase was 1,406. This year's increase is nearly five times greater than the gain from 1959 to 1960.

The combined 5-day average circulation is now 30,340*. There has been no rate increase.

For complete information about the Herald-Mail, see our national representative, Burke, Kuipers & Mahoney or write directly to this newspaper.

*Based on ABC Reports, Second Quarter

The Herald-Mail
Hagerstown, Maryland

Smart advertisers
are putting extra
emphasis
on...



the fabulous
YOUNG FAMILIES
with children
MARKET

To be specific, families with children spend 76% more for goods and services than do families without children. They spend 94% more for foods; 157% more for footwear; 56% more for women's and girls' apparel; 86% more for boys' and men's apparel; 76% more for housing; 86% more for furniture; 94% more for household appliances; 170% more for cleaning and polishing preparations; 70% more for household utilities; 54% more for automobiles; 86% more for gasoline and oil; 112% more for recreation.

U.S. Dept. of Commerce, Study of Consumer Expenditures, Bureau and Partners

**ONLY PARENTS' MAGAZINE GIVES YOU
VIRTUALLY 100% CONCENTRATION
IN THIS BIGGEST-SPENDING MARKET!**

This Seal UPS sales! Ask about
its use on your brand today.

Parents' MAGAZINE
6 BETTER HOMEMAKING



Parents' Magazine Circulation	Parents' Magazine Families	Monthly Readership
1,875,000 Jan. 62	4,250,000	6,235,000

NEW... FREE! 1962 MARKET DATA BOOK
giving valuable information about big-buying families with children. Write for your copy. 52 VANDERBILT AVE., N.Y. 17

NO SONG AND DANCE

about fabulous profits or get-rich-over-night plans... BUT... if you have experience in selling, merchandising, advertising or sales promotion and would like to

OPEN AN OFFICE OF A NATIONAL MAIL ADVERTISING ORGANIZATION... write for the free book "The Story of A Powerful Force in An Expanding Industry"

IT TELLS and PROVES

how... with a modest investment and hard work... you can be in business for yourself... almost overnight... backed by a proven national organization, national advertising, national publicity and a staff which has won every major mail advertising award... AND... \$30,000 to \$50,000 A YEAR IS POSSIBLE, AND BEING MADE NOW! THIS INDUSTRY HAS LITTLE COMPETITION AND A \$2 BILLION VOLUME.

INTERESTED? WRITE

DMCP ASSOCIATES, INC.

1814 JEFFERSON AVE.
TOLEDO 2, OHIO



MU 3-1455
270 Madison, N.Y. 16

COPYWRITING STUDIO Confidential Work

Add 26 copy experts to your staff—but not to your payroll!—get a top creative team for a pre-agreed per-job fee. Persuasive Communication any kind—any medium

Supermarkets

(continued from page 43)

all store managers, and to the produce operator, who sent it to more than 1,000 Kroger stores.

It might be claimed, with some justification, that the sale at general office is the most important, because without this success there may be no opportunity to make a presentation to the division or merchandising committee; and unless a sale is made there the advertiser will get no merchandising support at point-of-purchase. Without that support, no promotion has a chance to pay off.

So the sales manager or vice president in charge of sales or maybe a regional manager makes an appointment to present his promotion to the powers-that-be at general office. He must show the men at general office how his promotion, product, package, in-store display, advertising can speed up the shopper's decision to pick up his product instead of another.

If there is something new in the central copy theme of the advertising campaign—something that calls the shopper's attention to a new work-or timesaver, a tempting new taste treat—anything really new and interesting to customers—of course this should be highlighted in every presentation. But no long flipovers showing beautiful pictures and eloquent copywriting.

General office wants to know how many homes the advertising will reach in the marketing areas of the chain and in each division—what percentage of all the families in each.

Advertising Breakdown

The merchandising director of an Eastern chain has a suggestion: "We would like to see a map showing the total number of families in our markets and the percentage of those families reached by the advertising. And a separate map for each division with the same information. If the advertising is in print, television and/or radio, we'd like separate maps showing the coverage by each medium and consolidated maps showing the total coverage—for our chain as a whole and for each division. That's a lot of maps, calling for a lot of work by the agency's research department; but it would take only a few minutes to show this information and would show whether our support was or was not a must. The division maps could, of course, be used at division meetings."

They want to know that the item will turn fast. If it carries better than average markup in its classification, that is something to make clear. If it is a new product, what research and regional testing has it had? When, where, and with what results? What is its repeat sale record? Will it add to the ticket, or will it replace something that would have been bought

at the same or a higher price with the same or a higher markup? Does it lend itself to related-item selling with good profit items?

There was a time, not too long ago, when a manufacturer could put on a surprise promotion—a new and different product, a new and different use for his product, a new anything. No more. If a promotion is to have chain store support, general office needs at least 90 days advance notice, and divisions need at least 60 days.

Forget the surprise. If the product or promotion is new or different, the manufacturer will have an advantage. He has been planning for weeks or months, and competition will need time to plan countermeasures. So his best bet is to make his presentation and take full advantage of his head start with fast coverage by his sales force in the field.

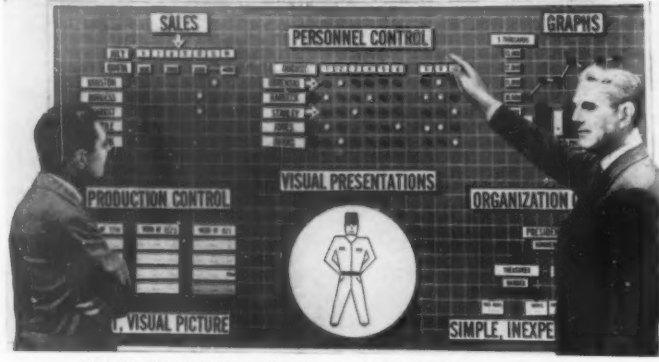
After the Presentation

It is vitally important to confirm, in writing, every point made in the oral presentation. Write a letter, repeating every promise made, every advantage shown, every argument for cooperation and merchandising support. Give the advertising schedules in detail, enclose coverage maps, photographs of display material available, etc. If any or all of these were left with the committee, remind them again. Those men at general office may have good memories, but they listen to a lot of presentations, and it is not reasonable to expect them to remember all the details.

The sale at division headquarters is far more demanding than the job at general office. No generalities here: specifics and more specifics. In any division of any chain—corporate, co-op, or independent—there are high, medium and low income areas; racial groups; varying policies on headquarters control; and other factors which the manufacturer's sales force has learned the hard way. Every argument, every advantage presented at general office must be highlighted here; but more is needed: Specific suggestions tailored to fit each supervisor's group of stores and, wherever possible, case histories proving the soundness of those suggestions.

If the case history, or histories, shows outstanding sales increases for the manufacturer's product, fine—but it does not have to be his product. It might well be even more effective

VISUAL M A G N E T I C CONTROL



MAGNETS MOVE FASTEST — AND EASIEST — OF ALL!

SIMPLEST VISUAL SYSTEM FOR

- Production
- Personnel
- Sales
- Data Processing

COLORFUL MAGNETIC ELEMENTS

- show facts instantly
- organize for action
- eliminate mistakes
- get the job done

PRICED FROM \$38 Including Magnetic Elements

Price List & Brochure SM9 FREE on Request

Methods Research Corp. 1052 Willow Avenue, Staten Island 5, New York

to illustrate the soundness of a merchandising suggestion by reporting results when the idea was used for a product in an entirely different category. Show that the idea is so good for stores in that division that they just can't pass it up.

Any good promotion offers the distributor some help on products in which that manufacturer has no direct interest. An outstandingly successful promotion on Betty Crocker cake mixes showed tremendous profits for the American Dairy Assn. when one of the recipes called for a generous amount of cream . . . a by-product which had not been featured in the advertising. Smart sales forces in the field showed division merchandising men and supervisors why their dairy departments should get aboard.

'Pick a Pair'

A fine example of a promotion that offered the distributor so much that he just couldn't pass it up—and which practically shut competitors out because it was wrapped up and sold before competition could get in on the act—was the first Budweiser "Pick a Pair" campaign.

With more than \$90 million a year being spent to advertise beer, a product which carries a good mark-up, the promotion was attractive as a volume builder for Bud. But the cracker on the whip was the smart merchandising-plus supplied by the in-store display material: the newspaper advertising mats were offered to dealers with many suggestions to customers to "Pick a Pair" of other items, in no way connected with beer.

The Budweiser advertising itself promoted the sale of any item attractively priced at "2 for" and thousands of markets latched on to the campaign, featuring "2 for" on hundreds of items.

The Payoff

The sales job at the supervisor-manager level is in many ways the most difficult of all. Not only because the payoff window is here, but also—and even more importantly—because company policy varies so widely in different chains. With co-ops and voluntaries this sale is 90% or more of the challenge.

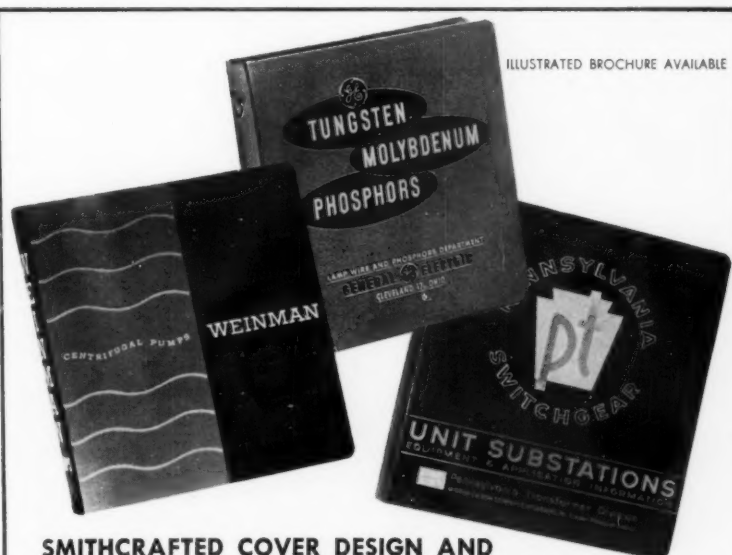
Setting the stage is important. Complete follow-through is important . . . but the payoff comes, if it comes at all, when the shopper picks up the product and drops it into the shop-

ping cart. When general office says OK, no sale has been made. When division headquarters says "Promote this," no sale has been made. No sale is made until the product is bought by the customer in the retail store.

In some chains the division office puts a "must" on every approved promotion sent out to supervisors—and they check to make sure the order is obeyed. Any attempt to bypass these instructions means trouble for the supervisor, the store managers and the manufacturer. In other chains instructions must be followed, but some latitude is permitted to fit income

areas or racial groups. In still others, the instructions are "advisory," and the supervisor and store manager can play them by ear. The well-posted regional or district sales manager knows which is which, and directs his sales force accordingly. It is because there are so many (and such wide) variations that the sale at the supervisor-manager level is the most difficult of all.

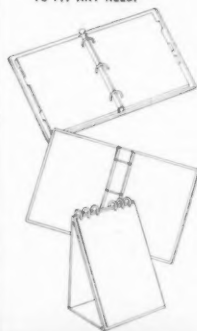
So every promotion carries a three-pronged challenge. And the manufacturers who do the best selling job at all three levels (and there are not too many) are far, far out in front. ♦



ILLUSTRATED BROCHURE AVAILABLE

SMITHCRAFTED COVER DESIGN AND QUALITY CAN MAKE ANY CATALOG BECOME A SILENT SALESMAN!

CATALOG AND SALES PRESENTATION BINDERS TO FIT ANY NEED.



Your catalog is your "resident representative." Its cover is important to this function. Not only to provide tough, wearable protection, but also as a medium to develop a favorable company image and to enhance the value of the care and effort you have put into its contents.

Smithcrafted catalog covers, in all types of bindings, are preferred everywhere for their rich, colorful impact, the sturdy workmanship of their construction, their conveyance of the quality image and their ability to build sales.

If you are planning a new catalog or would like to dress up your present one, Smithcrafted binder cover facilities and experience are at your service. To solve any binder problem you might have, whether in design, material or binding selection, write or call—we can help you.



THE S. K. SMITH COMPANY

CREATORS OF SALES AIDS FOR MORE THAN FORTY YEARS
2857 N. WESTERN AVENUE, CHICAGO 18, ILLINOIS
OFFICES IN LOS ANGELES, CLEVELAND AND NEW YORK

PLANTS IN CHICAGO AND LOS ANGELES

Located in the
exclusive hotel area of

NEW YORK

AIR CONDITIONING
TELEVISION
PRIVATE BATH
IN EACH ROOM

Housekeeping
Apartments, too

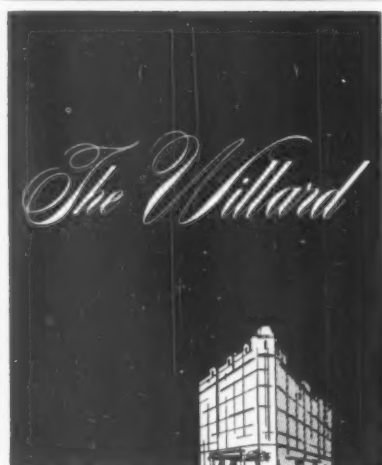
HOTEL PARK CHAMBERS

Corner 58th St. & Avenue of the Americas
NEW YORK CITY 19

In its location, service, atmosphere and reasonable rates, it's the ideal hotel-home for transient and permanent guests. Single \$9 to \$12. Double \$12 to \$16. 2-room suites from \$18. Lower rates by the week or month.

Write for brochure and map of
New York's most fascinating places
to see and things to do.

James A. Flood, Manager



Washington's most convenient meeting place...

with every modern facility for a conference or a convention.

Completely air-conditioned—spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

the Willard, Washington, D. C.
"The Residence of Presidents"
14th Street & Pennsylvania Avenue, N.W.
Telephone: NAtional 8-4420 • Teletype WA732

Letters to the Editors

(continued from page 4)

opened and required Customs clearance.

Balance of Payments—the out-of-balance trade figure with the U.S. is several billion a year—unless the U.S. wants to pump \$1 billion a year in "aid," some activity has got to occur to at least preserve solvency.

Your editorial reads as though written by Time-Fortune. So-called Canadian editions are printed which are, in reality, merely over-runs in the U.S. If any U.S. company wants to print an edition in Canada and compete equally, they can do it any day of the week—this is not nationalism.

What do you call it when so-called "defense" is used to prevent British or European electrical transformers and generators into the U.S. unless they can beat the U.S. prices by 10% or better? Would you call this "nationalism," or sheer lobbying and protectionism?

Fifty percent of Canadian industry is owned by the U.S. With the United Kingdom shifting to the Common Market and Commonwealth preference disappearing, can Canada count on GM exploiting the foreign market from Canada—or will shipments go from Flint, Mich.?

Will Admiral export from Canada or the U.S.???

How is Canada's export business going to be achieved without government incentive if 50% of the firms are U.S. owned and operate for the HQ south of the border. . . .

Is it U.S. "emotion" which tries to keep Swiss watch movements, Canadian cheese, U.K. electrical power equipment out of the vulnerable U.S. borders?

Sara Lee cakes can come into Canada without a problem. . . . Can a Canadian export frozen cakes to the U.S.?

. . . Let's up and at 'em with a few realistic suggestions rather than an emotional headliner which misses the vital issue.

Otherwise, I have enjoyed your magazine for some 15 years and find it the most valuable in the field.

KEITH W. KINGSLAND

President
Kingsland & Associates Ltd.
Toronto, Ont.
Canada

sales talk on the campus

I read Mr. Shaw's letter on "selling the sales career" [SM, July 7] and your comments with great interest. This is a subject of concern to many business people.

We have a program in effect that may be interesting to other companies. Each summer we temporarily hire

some college men as salesmen—preferably between sophomore and junior years. If we are both satisfied, the man usually comes back the following summer. . . .

Most of these men have no idea as to what they want to do when they graduate. They are simply looking for good summer jobs. Usually the most attractive, best-paying summer jobs are offered in the selling field. . . .

The selected applicants are given basic training and then sell to retail stores. They learn the complications, importance and rewards of a salesman's life.

They return to their campuses and fraternities with factual information about the selling field, and their discussions with other college men should help sell the desirability of a selling career.

PAUL A. POWELL

National Field Sales Manager
Personal Products Corp.
Milltown, N. J.

'Report to Presidents'

Congratulations are in order on your outstanding issue "Report to Presidents" [SM, July 21]. This is one of the most provocative and educational issues of any business publication it has been my privilege to read. Not that I am a president, but I do think enough of the issue to send it along to our president.

ROBERT L. HUTTON, JR.

Vice President
Edward Petry & Co., Inc.
New York, N.Y.

I just read the Sales Management "Report to Presidents" issue. It was a wonderful project.

WILLIAM RUDER

Special Asst. for Public Affairs
U.S. Department of Commerce
Washington, D.C.

Re: Your "Significant Trends" article on "The President as a Marketing Leader" [SM, July 21]:

Except for the first two paragraphs, with which I take strong exception, based on experience with a number of companies, this article states clearly and concisely the role and responsibility of the chief executive officer with respect to the product planning and marketing phases of a company's operations.

CLIFFORD E. LARSON

Director, Division of Marketing
W. C. Heath Associates, Inc.
Milwaukee, Wis.

Sales Management SEPTEMBER 1, 1961

Marketing Outlook for October 1961

By DR. JAY M. GOULD, Research Director
Sales Management and its Survey of Buying Power

The recovery from the 1960 recession was completed by July of 1961 when the Federal Reserve Board Index of Industrial Output hit an all-time peak of 112 (1957=100). Other good industrial omens include rising trends in steel output, carloadings, and power and paperboard consumption. It is now clear that the final quarter of the year will set new records, perhaps with Gross National Product climbing to \$535 billion annual rate—a 7% gain over the first quarter. How then can we interpret the persistent lag in retailing?

► Retail sales in July of 1961 fell below the July 1960 level, as was true of total retail sales in the first six months of 1960. In July, as with the first half (as indeed was true last year), the lag is wholly accounted for by hardgoods, chiefly automotive and appliances. In part, we

are dealing with consumers who evidently don't quite believe that the recession is over, for despite rapidly rising income, consumer credit to finance purchase of hardgoods is rising slowly. Yet, at the current rate of gain, consumer credit outstanding may still reach a total of \$55 billion by December 1961, nearly equal to the all-time-high level of December 1960.

► This suggests that by year's end, retailing will also be turning up solid gains over last year of the order of 4%. Our forecast for October, however, calls for no gain over last October (in part because this October has one less selling day, and because October of 1960 was the last good retailing month unaffected by the recession). If retailing does recover by the year's end, the 1960-61 recession will still stand as the shortest on record.

37 Best Markets for October

(Top six cities by population groupings)
U.S. Index: 100

The following cities have a common denominator. They are expected to exhibit business activity leadership in the coming month. The index opposite each city compares its performance with that of the nation as a whole. For example, if a city has an index of 106.9 it means that its business activity next month is forecast to lead the national average change by 6.9%. Canadian figures are compared with U.S. Detailed figures are on following pages.

Cities Over 500,000

Hempstead Twsp., N.Y.	115.6
New York City, N.Y.	111.5
Washington, D.C.	110.5
Memphis, Tenn.	109.5
Boston, Mass.	107.5
Los Angeles, Cal.	107.0
San Francisco, Cal.	107.0

Cities 50,000-99,999

Wilmington, Del.	115.3
Santa Barbara, Cal.	113.2
Reading, Pa.	112.8
Atlantic City, N.J.	111.8
Bethlehem, Pa.	110.9
Beloit-Janesville, Wis.	109.7

Cities 250,000-499,999

Honolulu, Hawaii	111.3
Minneapolis, Minn.	110.4
Norfolk, Va.	108.7
Denver, Colo.	108.2
Oklahoma City, Okla.	107.2
Newark, N.J.	105.3

Cities Under 50,000

Cheyenne, Wyo.	114.4
Salem, Ore.	110.5
Bloomington, Ill.	110.1
Missoula, Mont.	109.9
Ventura, Cal.	108.3
Santa Rosa, Cal.	107.4

Cities 100,000-249,999

Santa Ana, Cal.	115.3
Trenton, N.J.	111.5
Hartford, Conn.	110.3
Des Moines, Iowa	106.0
Berkeley, Cal.	104.5
Nashville, Tenn.	104.5

Canada

Quebec, Que.	110.7
Winnipeg, Man.	110.6
Regina, Sask.	105.5
Edmonton, Alb.	103.8
London, Ont.	103.7
Toronto, Ont.	103.4

Business Activity Forecast for

The Marketing Value of Business Activity Forecasts

★ Business activity levels are projected two months ahead for 306 U.S. and Canadian cities as a guide to the marketer on where his sales efforts might pay the biggest dividends. Cities marked with a ★ are Preferred Cities of the month. They have a level of activity—compared with the same month in 1960—which equals or exceeds the national change in business activity.

The business activity forecasts are measured primarily by the ebb and flow of bank debits, seasonally adjusted, and reflect sales, purchases, employment, wage levels in all segments of business—retail, wholesale, industrial, service, construction, farming, etc.

The first column of the accompanying tables indicates the number of months out of the past 24 in which a city has had a star to indicate a better than average performance. When a full 24-month period of back data are not available, the city's record is indicated as follows: 8/11 would mean that a city has had 8 starred months out of the past 11. The 11 indicates the total number of months for which data are available.

The second column indicates the index

of change for this month of 1961 versus the corresponding month of 1960.

The third column (the city-national index) relates the annual change in the index of the city's business activity to that of the U.S. Thus, a city-national index of 106.0 indicates that the city is enjoying a gain in business activity of 6% greater than the U.S. average.

The fourth column is an estimate of expected retail sales for the second month ahead. While the dollar volume applies only to retail store sales it is also useful as an approximation of the relative importance of one city as compared with another on all of the elements that make up its economic pattern.

Suggested Uses

- ★ Special advertising and promotion drives in spot cities.
- ★ Picking cities for test campaigns.
- ★ Revising sales quotas for branches, districts and salesmen.
- ★ Checking actual performances against potentials.
- ★ Basis for letters for stimulating salesmen.
- ★ Forestalling salesmen's alibis.

BUSINESS ACTIVITY FORECAST

No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
---	--------------------------------------	---	---

UNITED STATES

102.0 100.0 18648.00

NEW ENGLAND

Cities Over 500,000

★ Boston, Mass. ----- 15 109.7 107.5 128.46

Cities 100,000-249,999

★ Bridgeport, Conn. -- 7 104.2 102.2 23.18
 ★ Hartford, Conn. --- 11 112.5 110.3 32.05
 New Haven, Conn. -- 8 101.0 99.0 21.86
 ★ Waterbury, Conn. -- 21 106.5 104.4 15.10
 ★ New Bedford, Mass. 13 102.8 100.8 11.37
 ★ Springfield, Mass. -- 12 102.4 100.4 22.85
 ★ Worcester, Mass. --- 13 105.2 103.1 24.08
 ★ Providence, R.I. --- 8 105.5 103.4 31.42

Cities 50,000-99,999

Meriden-Wallingford,
 Conn. ----- 18 100.5 98.5 8.22

FREE SERVICE

... FOR SUBSCRIBERS ONLY

A full service department is at the disposal of our readers who have problems in finding sites for their meetings or special events. If you are not quite sure where to meet, or if you cannot get exactly what you want, write or call: Meeting-site Service, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa., WAInut 3-1788.

When you write or call for aid from Meeting-Site Service, please include as many facts about your needs as possible in your initial inquiry. These facts include: how large a group is involved, probable dates, areas or cities you would consider, special facilities you need or prefer.

NEW LONDON

\$7,064

Retail Sales
Per Household

It's a fact . . . New London ranks 2nd among all major Connecticut cities in retail sales per household*. One reason why: it has the highest weekly earnings of any labor district in the State. And THE DAY gives you 90% ABC City Zone coverage with just one buy!

*SM '61 Survey



The Day

NEW LONDON, CONNECTICUT

National Representatives:
JOHNSON, KENT, GAVIN
& SINDING, INC.

BANGOR

Maine's FIRST
Media-Market
— 8th in New England

Served by Maine's Largest Daily Newspaper, larger than any morning or evening New England newspaper published north of Boston.

See the New U. S. Market Ratings in our National Newspaper Cumulative County Markets study.

Get the facts. Ask for NNCCM today!

Bangor Daily News

Represented by

Johnson, Kent, Gavin & Sinding, Inc.

October 1961

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
★ Stamford, Conn.	24	108.4	106.3	14.89
Lewiston-Auburn, Me.	4	96.2	94.3	7.43
★ Portland, Me.	22	105.9	103.8	13.63
★ Brockton, Mass.	17	107.0	104.9	9.62
★ Fall River, Mass.	5	103.6	101.6	10.36
Holyoke, Mass.	0	99.6	97.7	6.91
★ Lawrence, Mass.	16	107.4	105.3	10.01
Lowell, Mass.	9	95.0	93.1	9.66
Lynn, Mass.	11	100.9	98.9	10.31
★ Pittsfield, Mass.	15	102.9	100.9	7.93
Manchester, N. H.	17	100.2	98.2	12.00
★ Pawtucket-Central Falls, R. I.	5	103.5	101.5	9.97

Cities Under 50,000

★ Middletown, Conn.	20	105.2	103.1	4.21
★ New London, Conn.	11	107.3	105.2	6.38
Norwich, Conn.	2	101.0	99.0	5.16
Bangor, Me.	4	97.0	95.1	6.03
Salem, Mass.	15	99.2	97.4	7.08
★ Nashua, N. H.	23	103.3	101.3	5.20

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
Newport, R. I.	12	95.2	93.4	3.10
★ Woonsocket, R. I.	16	106.1	104.0	5.84
★ Burlington, Vt.	15	102.3	100.3	5.70
Rutland, Vt.	0	99.2	97.3	3.11

MIDDLE ATLANTIC

Cities Over 500,000

Buffalo, N. Y.	0	96.6	94.7	63.02
★ Hempstead Township, N. Y.	24	117.9	115.6	138.45
★ New York City, N. Y.	19	113.7	111.5	985.12
★ Philadelphia, Pa.	13	104.9	102.8	239.07
Pittsburgh, Pa.	13	94.1	92.3	78.09

Cities 250,000-499,999

★ Jersey City- Hoboken, N. J.	14	106.3	104.2	28.31
★ Newark, N. J.	21	107.4	105.3	62.79
★ Rochester, N. Y.	17	104.9	102.8	51.42

THIS Is Eastern Connecticut

\$Half-BILLION Buying Power

\$561,718,000 of income backs up the shopping desires of the 76,500 families in New London and Windham counties. Per household income of \$7,342 tops the U.S. average by \$610. This is the Norwich Bulletin market. Ask our representatives. They'll show you the Bulletin alone covers metropolitan Norwich—plus 8,000 families in Windham county.

Norwich Bulletin

DAILY and SUNDAY
NORWICH, CONN.

Week Days
27,877*

Sundays
23,751*

Represented by
The Julius Mathews Special Agency, Inc.

*Average paid 12 months ending 12/31/60

Sales Management SEPTEMBER 1, 1961



FULL - PROCESS COLOR!

THE CALL is the only daily in Rhode Island offering full-process color on an ROP basis. Give your advertising a color-full impact on Woonsocket's \$86,757,000 EBI*, with THE CALL's 98% coverage of this 65,275 ABC City Zone.

*SM 1961 Survey

WOONSOCKET CALL

COVERS RHODE ISLAND'S PLUS MARKET

Representatives:
Johnson, Kent, Gavin
and Sinding, Inc.

Affiliated: WWON, WWON-FM



that's Portland MAINE

Herbert Tareyton Kings are another of the long list of products to choose Portland, Maine for a test. The stable economy, year after year, continues to establish the ideal conditions which make this the market that is best for your test.



to reach the testingest market



Represented by
The Julius Mathews Special Agency, Inc.



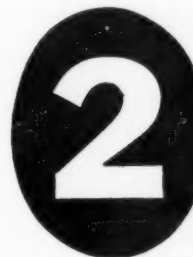
FIRST

for testing
among cities in
U.S. in 75,000 to
150,000 popula-
tion group



SIXTH

for testing
among all U. S.
cities regardless
of size



SECOND

for testing
among all New
England cities
regardless of
population

Source: Sales Management

New Era for Erie



Erie, 3rd city in Pennsylvania, has entered a new era of prosperity. ■ Sales Management has repeatedly cited it as a market where month-to-month increases in business activity over the previous year have been especially good. In the last two years, only 6 cities of over 100,000 population in the Middle Atlantic States have been mentioned more frequently!¹ ■ In heavily industrialized Erie (over 40% of non-farm employment in manufacturing) average earnings of industrial employees have ranked *consistently* and *considerably* above the state average. And they have registered a better than 40% increase since 1951.² ■ All of which, of course, points to high sales potential. To convert this sales potential into sales *volume*—for your product—call on The Erie Times & News.

1 Sales Management, August 4, 1961
2 Pa. Bureau of Employment Security.

When
you
think
Pennsylvania
think
Philadelphia
Pittsburgh
— and
ERIE!



The Erie Times
The Erie News
The Erie Times-News

Represented by The Katz Agency, Inc.

LOOKING FOR A NEW PLANT SITE?
Write Erie Chamber of Commerce for detailed brochure on
Erie Industrial Park: 225-acre, centrally-located plot offer-
ing ideal water, rail, highway transportation; proximity to
major markets; skilled labor force.

-SM- Business Activity FORECAST

BUSINESS
ACTIVITY
FORECAST

Cities 100,000-249,999

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
Camden, N. J.	13	101.2	99.2	15.87
Elizabeth, N. J.	15	100.1	98.1	14.15
Passaic-Clifton, N. J.	2	96.7	94.8	17.49
Paterson, N. J.	1	96.7	94.8	16.86
★ Trenton, N. J.	6	113.7	111.5	19.32
★ Albany, N. Y.	18	104.7	102.6	21.09
Niagara Falls, N. Y.	2	90.9	89.1	11.07
★ Syracuse, N. Y.	7	104.1	102.1	33.02
★ Allentown, Pa.	13	105.9	103.8	20.48
Erie, Pa.	13	96.0	94.1	16.26
Scranton, Pa.	0	94.9	93.0	13.08

Cities 50,000-99,999

★ Atlantic City, N. J.	13	114.0	111.8	13.16
Binghamton, N. Y.	7	99.6	97.6	11.69
Rome, N. Y.	10	98.7	96.8	5.43
Schenectady, N. Y.	0	98.7	96.8	12.26
Troy, N. Y.	1	99.8	97.8	8.53
Utica, N. Y.	2	100.3	98.3	13.22
Altoona, Pa.	2	96.4	94.5	6.70
★ Bethlehem, Pa.	8	113.1	110.9	8.79
★ Chester, Pa.	12	102.0	100.0	7.87
Harrisburg, Pa.	0	101.6	99.6	33.03
Johnstown, Pa.	12	96.4	94.5	11.02
Lancaster, Pa.	6	97.6	95.7	9.48
★ Reading, Pa.	15	115.1	112.8	17.47
★ Wilkes-Barre, Pa.	8	103.3	101.3	10.16
★ York, Pa.	12	102.9	100.9	10.58

Cities Under 50,000

Elmira, N. Y.	3	101.1	99.1	8.18
Jamesstown, N. Y.	0	98.3	96.4	5.51
★ Poughkeepsie, N. Y.	24	104.8	102.7	9.01
Hazleton, Pa.	9	96.8	94.9	4.05
★ Norristown, Pa.	24	106.4	104.3	5.67
Oil City, Pa.	12	100.6	98.6	2.38
Sharon, Pa.	7	95.6	93.7	4.02
★ Williamsport, Pa.	3	102.0	100.0	6.94

EAST NORTH CENTRAL

Cities Over 500,000

★ Chicago, Ill.	19	107.0	104.9	513.08
Detroit, Mich.	16	93.9	92.1	179.40
Cincinnati, Ohio	5	100.3	98.3	78.76
Cleveland, Ohio	13	96.9	95.0	125.50
Milwaukee, Wis.	18	99.6	97.6	97.82

Cities 250,000-499,999

★ Indianapolis, Ind.	8	103.3	101.3	78.60
Akron, Ohio	6	97.2	95.3	35.42
★ Columbus, Ohio	7	107.3	105.2	70.40
Dayton, Ohio	13	98.3	96.4	44.04
Toledo, Ohio	20	98.3	96.4	42.06

Cities 100,000-249,999

Moline-Rock Island- East Moline, Ill.	7	101.6	99.6	13.70
Peoria, Ill.	0	97.2	95.3	17.25
Rockford, Ill.	12	98.8	96.9	19.37

BUSINESS
ACTIVITY
FORECAST

No. ★
Months
out of
Past
24

City
Index
1961
vs.
1960

City
Nat'l
Index
1961
vs.
1960

Retail
Sales
\$
(Million)
October

Evansville, Ind.	8	97.2	95.3	16.12
Fort Wayne, Ind.	11	101.5	99.5	24.31
Gary, Ind.	21	100.4	98.4	21.06
Hammond-East Chicago, Ind.	14	98.4	96.4	19.98
South Bend, Ind.	4	96.4	94.5	16.92
Flint, Mich.	14	97.6	95.7	29.60
Grand Rapids, Mich.	13	96.8	94.9	29.12
Lansing, Mich.	15	98.1	96.2	20.98
Royal Oak- Ferndale, Mich.	10	94.7	92.8	16.59
Canton, Ohio	12	94.6	92.7	17.20
Youngstown, Ohio	1	92.6	90.8	24.50
★ Green Bay-Appleton- Neenah- Menasha, Wis.	2	102.4	100.4	20.06
★ Madison, Wis.	19	104.8	102.7	18.49

Cities 50,000-99,999

★ Champaign-Urbana, Ill.	6	103.5	101.5	9.64
Decatur, Ill.	0	98.5	96.6	12.01
East St. Louis, Ill.	0	95.5	93.6	9.57
Springfield, Ill.	2	101.9	99.9	15.91
Muncie, Ind.	20	97.7	95.8	9.03
Terre Haute, Ind.	8	96.9	95.0	10.83
Bay City, Mich.	8	93.7	91.9	7.77
Jackson, Mich.	12	94.4	92.5	9.31
Kalamazoo, Mich.	2	98.7	96.8	14.89

Test Course for
New Products . . .

ALTOONA "Test-Town, Pa."

Have you tried the Altoona Economy Run?
There's no better spot in the keystone state
for your 1961-62 test campaign for a new
product or an old one . . . a new package
design, or a new ad campaign.

Wonderfully cooperative retailers, typical
distribution, balanced economy . . . plus one
blanket-coverage type of ad medium, the
Altoona Mirror, reaching 3 out of 4 homes
in the Blair County metro area, and 98%
of the families in the Altoona city zone!

TEST BEST IN PENNSYLVANIA WITH THE

Altoona Mirror

Altoona Pennsylvania's Only Daily Newspaper

Richard E. Beeler, Adv. Mgr.

Sales Management SEPTEMBER 1, 1961

-SM- Business Activity FORECAST

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
Pontiac, Mich.	19	94.6	92.7	12.94
Saginaw, Mich.	18	96.9	95.0	14.64
Hamilton, Ohio	8	95.0	93.1	8.99
Lima, Ohio	6	100.2	98.2	8.87
Lorain, Ohio	21	93.7	91.9	7.48
Springfield, Ohio ..	10	97.4	95.5	10.08
Warren, Ohio	13	94.2	92.4	7.64
★ Beloit-Janesville, Wis.	21	111.9	109.7	10.03
Kenosha, Wis.	13	95.0	93.1	7.97
Racine, Wis.	18	97.5	95.6	10.85

Cities Under 50,000

★ Bloomington, Ill. ...	10	112.3	110.1	6.57
Danville, Ill.	5	97.3	95.4	6.52
Lafayette, Ind.	21	96.8	94.9	7.22
Battle Creek, Mich. ...	0	98.3	96.4	9.19
Muskegon, Mich.	18	94.5	92.6	7.75
Port Huron, Mich.	13	101.4	99.4	6.50
Elyria, Ohio	13	94.9	93.0	5.62
Mansfield, Ohio	11	100.3	98.3	9.52
Middletown, Ohio ..	6	94.6	92.7	6.06
Portsmouth, Ohio ...	9	96.3	94.4	6.11
Steubenville, Ohio ..	10	95.1	93.2	6.82
Zanesville, Ohio	7	95.8	93.9	5.70
La Crosse, Wis.	5	98.8	96.9	6.77

IN OHIO'S NO. 1 GROWTH MARKET

Automotive Sales 56% Above Par

Elyria — producing 56% more automotive sales than an average city of the same size — is your key to this \$43,374,000 metropolitan automotive market.

Elyria — and the Chronicle-Telegram, of course . . . the county's No. 1 daily in news coverage and advertising.

Chronicle-Telegram

"THE FAMILY NEWSPAPER"

ELYRIA, OHIO

Circulation 25,747 ABC 9/30/60

Double the Number of City Families

Represented by

The Julius Mathews Special Agency, Inc.

BUSINESS ACTIVITY FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales \$ (Million) October
Oshkosh, Wis.	9	96.9	95.0	5.90
Sheboygan, Wis.	14	97.0	95.1	4.36
★ Superior, Wis.	10	103.6	101.6	3.63

WEST NORTH CENTRAL

Cities Over 500,000

★ St. Louis, Mo.	17	102.4	100.4	102.84
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Cities 250,000-499,999

★ Minneapolis, Minn. ...	12	112.6	110.4	92.39
St. Paul, Minn.	11	101.6	99.6	44.76
★ Kansas City, Mo.	7	102.7	100.7	81.03
★ Omaha, Neb.	8	102.8	100.8	38.95

Cities 100,000-249,999

★ Des Moines, Iowa ...	6	108.1	106.0	34.39
★ Kansas City, Kan.	5	105.2	103.1	14.84
★ Topeka, Kan.	22	109.1	107.1	17.07
Wichita, Kan.	0	101.4	99.4	32.86
Duluth, Minn.	5	98.0	96.1	12.01
★ Lincoln, Neb.	16	106.0	103.9	17.32

Cities 50,000-99,999

★ Cedar Rapids, Iowa ...	11	104.6	102.5	14.92
Davenport, Iowa	1	100.2	98.2	11.94
Dubuque, Iowa	2	99.6	97.6	6.67
Sioux City, Iowa	3	99.0	97.1	11.83
Waterloo, Iowa	5	101.2	99.2	10.46
St. Joseph, Mo.	0	98.8	96.9	9.51
Springfield, Mo.	7	100.2	98.2	13.88
Sioux Falls, S. D.	4	95.8	93.9	9.64

Cities Under 50,000

Hutchinson, Kan.	7	101.3	99.3	5.90
Joplin, Mo.	0	101.1	99.1	6.25
★ Fargo, N. D.	7	105.5	103.4	8.51
★ Aberdeen, S. D.	8	102.0	100.0	4.20
★ Rapid City, S. D.	15	104.7	102.6	7.84

SOUTH ATLANTIC

Cities Over 500,000

★ Washington, D. C. ...	13	112.7	110.5	134.42
Atlanta, Ga.	20	101.7	99.7	84.37
★ Baltimore, Md.	1	102.5	100.5	118.61

Cities 250,000-499,999

Miami, Fla.	11	99.8	97.8	64.55
Tampa, Fla.	6	97.7	95.8	39.88
★ Norfolk, Va.	14	110.9	108.7	33.87

Cities 100,000-249,999

Jacksonville, Fla. ...	15	97.6	95.7	39.16
St. Petersburg, Fla. ...	6	96.2	94.3	25.79
★ Columbus, Ga.	6	103.8	101.8	14.29
Savannah, Ga.	3	94.5	92.6	13.99
Charlotte, H. C.	7	98.7	96.8	28.76
Greensboro, N. C. ...	14	101.8	99.8	21.23
★ Winston-Salem, N. C.	21	103.1	101.1	8.22
Newport News, Va. ...	7	97.5	95.6	11.46
Portsmouth, Va.	17	101.8	99.8	10.10
Richmond, Va.	12	101.2	99.2	41.31
Charleston, W. Va. ...	6	97.7	95.8	16.73

Cities 50,000-99,999

★ Wilmington, Del.	22	117.6	115.3	25.59
Fort Lauderdale, Fla. ...	11	96.3	94.9	21.83
Orlando, Fla.	12	96.8	94.9	23.53
Pensacola, Fla.	0	96.3	94.4	11.38
Albany, Ga.	2	99.3	97.4	6.20
Augusta, Ga.	7	99.2	97.3	12.21
Macon, Ga.	1	100.2	98.2	11.47
Asheville, N. C.	13	100.3	98.3	12.01
★ Durham, N. C.	6	104.4	102.4	10.59
★ High Point, N. C.	14	102.6	100.6	6.46
★ Raleigh, N. C.	16	107.4	105.3	14.41
★ Charleston, S. C. ...	24	102.1	100.1	13.09
★ Columbia, S. C.	17	105.0	102.9	16.18
Greenville, S. C.	13	97.0	95.1	12.36
★ Lynchburg, Va.	23	104.8	102.7	7.73
Roanoke, Va.	10	100.6	98.6	13.39
Huntington, W. Va. ...	9	93.8	92.0	11.62
Wheeling, W. Va.	0	93.8	92.0	8.33

Cities Under 50,000

★ Cumberland, Md.	7	108.3	106.2	5.94
Hagerstown, Md.	0	98.5	96.6	5.90
★ Salisbury, H. C.	13	103.8	101.8	3.81
Wilmington, N. C. ...	6	92.8	91.0	5.71
Spartanburg, S. C. ...	17	100.1	98.1	7.50
Charlottesville, Va. ...	11	100.1	98.1	6.05
Danville, Va.	3	99.5	97.5	5.79

EAST SOUTH CENTRAL

Cities Over 500,000

★ Memphis, Tenn.	17	111.7	109.5	6.68
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Cities 250,000-499,999

Birmingham, Ala. ...	8	100.0	98.0	47.00
Louisville, Ky.	0	101.4	99.4	50.25

Cities 100,000-249,999

Mobile, Ala.	14	99.8	97.8	22.50
★ Montgomery, Ala. ...	6	105.1	103.0	16.97
★ Jackson, Miss.	15	104.0	102.0	21.28
Chattanooga, Tenn. ...	6	99.8	96.9	22.93
★ Knoxville, Tenn.	12	102.7	100.7	21.82
★ Nashville, Tenn.	8	106.6	104.5	32.67

Cities 50,000-99,999

Florence-Sheffield- Tusculumbia, Ala. ...	4	98.6	96.7	7.51
Gadsden, Ala.	5	95.5	93.6	6.45
Lexington, Ky.	15	96.0	94.1	12.72
Meridian, Miss.	4	99.3	97.4	5.32

Cities Under 50,000

Paducah, Ky.	19	101.1	99.1	5.41
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WEST SOUTH CENTRAL

Cities Over 500,000

New Orleans, La. ...	2	99.6	97.6	69.65
★ Dallas, Tex.	24	106.6	104.5	113.64
★ Houston, Tex.	4	102.8	100.8	116.04
★ San Antonio, Tex. ...	10	103.1	101.1	58.25

Cities 250,000-500,000

★ Oklahoma City, Okla.	9	109.3	107.2	47.22
Tulsa, Okla.	4	99.8	97.8	34.43
El Paso, Tex.	3	98.0	96.1	27.82
Fort Worth, Tex.	0	99.3	97.4	50.12



In Baton Rouge PRINT PAYS OFF

Residents in Baton Rouge (Louisiana's state capital, Louisiana's industrial capital, and the home of Louisiana State University) are newspaper buyers . . . and newspaper readers. Further, they're big earners (Baton Rouge's industrial workers are among the nation's highest paid). To put your ad in action, put it in print . . . in Baton Rouge newspapers.

**Baton Rouge
STATE-TIMES
and
MORNING
ADVOCATE**
Daily ROP Color
Represented by
The John Budd Company

DIRECTOR OF SALES

Midwest job shop gear manufacturer, a quality leader in its products, has an outstanding growth opportunity for a man age 35 to 45 to direct its sales effort. Will sell through factory representatives and small direct sales force, do personal selling himself, and study new product possibilities. Must have experience selling to O.E.M.'s, preferably farm or road or similar equipment manufacturers, or steel mills. Experience in gears not required, but must at least be in a mechanical component sold to O.E.M.'s direct and through representatives. Speed reducer experience, for example, would be an asset. M.E. training required. Competitive salary and extra compensation arrangement. Your full reply invited in confidence; our personnel know of this opening. Box 900, Sales Management.

INCREASE HIS* SALES



SALES TRAINING SERVICES:
Complete programs for middle management • company salesmen • distributor salesmen • retail salespeople

SALES MANAGEMENT SERVICES: salesman selection • compensation • forecasting • potentials • territory layout • distribution cost analysis

SALES AND SALES TRAINING AIDS: meetings • manuals • bulletins • films • visual sales presentations • brochures

PORTER HENRY & CO., INC.
342 Madison Ave. • New York 17, N.Y. • MU 7-6450

-SM- Business Activity FORECAST

BUSINESS
ACTIVITY
FORECAST

	No. ★ Months out of Past 24	City Index 1961 vs. 1960	City Nat'l Index 1961 vs. 1960	Retail Sales 1 (Million) October
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Cities 100,000-249,999

★ Little Rock-North				
Little Rock, Ark.	5	104.9	102.8	23.51
Baton Rouge, La.	6	95.2	93.3	20.80
Shreveport-Bossier				
City, La.	11	99.5	97.5	23.58
Amarillo, Tex.	7	99.0	97.1	18.34
★ Austin, Tex.	13	103.5	101.5	20.18
Beaumont, Tex.	0	99.0	97.1	14.33
Corpus Christi, Tex.	2	100.3	98.3	18.89
Lubbock, Tex.	13	95.6	93.7	18.56
Wichita Falls, Tex.	11	93.8	92.0	10.85

Cities 50,000-99,999

★ Fort Smith, Ark.	7	108.3	105.2	8.21
Lake Charles, La.	0	98.1	96.2	8.46
Monroe-West				
Monroe, La.	8	96.9	95.0	8.98
★ Abilene, Tex.	10	102.1	100.1	10.71
Galveston, Tex.	0	100.9	98.9	6.71
Laredo, Tex.	6	97.8	95.9	4.72
Port Arthur, Tex.	0	101.2	99.2	7.71
San Angelo, Tex.	0	97.7	95.8	6.39
Texarkana, Tex.	2	95.9	94.0	6.97
Tyler, Tex.	0	100.0	98.0	7.01
Waco, Tex.	7	100.3	98.3	12.50

Cities Under 50,000

★ Bartlesville, Okla.	17	102.6	100.6	3.86
Muskogee, Okla.	2	100.1	98.1	4.48

MOUNTAIN

Cities 250,000-499,999

Phoenix, Ariz.	23	99.7	97.7	50.87
★ Denver, Colo.	20	110.4	108.2	84.17

Cities 100,000-249,999

★ Tucson, Ariz.	17	103.4	101.4	26.28
Albuquerque, N.M.	7	99.9	97.9	28.51
Salt Lake City, Utah	14	101.6	99.6	34.03

Cities 50,000-99,999

★ Colorado Springs, Colo.	4	102.2	100.2	11.84
Pueblo, Colo.	0	101.1	99.1	9.94
Billings, Mont.	0	99.3	97.4	9.03
★ Great Falls, Mont.	11	107.3	105.2	9.56
★ Las Vegas, Nev.	24	112.7	110.5	15.29
★ Reno, Nev.	24	103.6	101.6	11.82
★ Ogden, Utah	7	102.1	100.1	9.17

Cities Under 50,000

★ Boise, Ida.	7	107.6	105.5	10.05
Butte, Mont.	8	101.5	99.5	5.33
★ Missoula, Mont.	19	112.1	109.9	5.52
★ Caspar, Wyo.	6	109.1	107.0	5.95
★ Cheyenne, Wyo.	24	116.7	114.4	8.63

PACIFIC

Cities Over 500,000

★ Los Angeles, Cal.	10	109.1	107.0	387.83
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★ San Diego, Cal.	22	104.3	102.3	70.35
★ San Francisco, Cal.	19	109.1	107.0	119.89
Seattle, Wash.	10	98.4	96.5	89.34

Cities 250,000-499,999

Long Beach, Cal.	0	93.3	91.5	41.82
Oakland, Cal.	4	94.2	92.4	50.83
★ Honolulu, Hawaii	24	113.5	111.3	41.74
Portland, Ore.	15	95.4	93.5	62.28

Cities 100,000-249,999

★ Berkeley, Cal.	11	106.6	104.5	14.22
★ Fresno, Cal.	17	103.0	101.0	31.43
★ Pasadena, Cal.	14	104.2	102.2	26.67
Sacramento, Cal.	18	93.4	91.6	29.24
★ San Jose, Cal.	24	105.9	103.8	36.78
★ Santa Ana, Cal.	20	117.6	115.3	23.35
Spokane, Wash.	0	100.5	98.5	26.70
Tacoma, Wash.	2	100.3	98.3	21.82

Cities 50,000-99,999

★ Bakersfield, Cal.	12	106.3	104.2	19.54
★ Riverside, Cal.	15	103.5	101.5	15.02
San Bernardino, Cal.	7	98.5	96.6	17.47
★ Santa Barbara, Cal.	19	115.5	113.2	12.86
★ Stockton, Cal.	15	107.8	105.7	19.64
Eugene, Ore.	12	99.1	97.2	10.01

Cities Under 50,000

★ Modesto, Cal.	9	107.2	105.1	11.74
★ Santa Rosa, Cal.	16	109.5	107.4	8.25
★ Ventura, Cal.	24	110.5	108.3	7.40
★ Salem, Ore.	7	112.7	110.5	11.58
Bellingham, Wash.	4	99.0	97.1	5.46
★ Everett, Wash.	11	103.6	101.6	7.27
★ Yakima, Wash.	2	104.0	102.0	9.10

CANADA

101.0 100.0 1428.00

ALBERTA

★ Calgary	11	105.0	102.9	22.87
★ Edmonton	11	105.9	103.8	25.29

BRITISH COLUMBIA

★ Vancouver	6	102.6	100.6	54.38
Victoria	8	100.1	98.1	11.44

MANITOBA

★ Winnipeg	17	112.8	110.6	35.26
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NEW BRUNSWICK

★ Saint John	13	104.1	102.1	8.43
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NOVA SCOTIA

Halifax	16	101.4	99.4	12.85
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ONTARIO

Hamilton	11	94.6	92.7	24.05
★ London	14	105.8	103.7	16.89
Ottawa	6	96.2	94.3	24.00
★ Toronto	17	105.5	103.4	146.44
Windsor	9	93.8	92.0	9.69

QUEBEC

★ Montreal	19	102.4	100.4	138.72
★ Quebec	19	112.9	110.7	20.81

SASKATCHEWAN

★ Regina	16	107.6	105.5	13.93
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Bangor (Me.) Daily News	92	Indianapolis Star & News Agency: Caldwell, Larkin & Siderer-Van Riper, Inc.	1	Reader's Digest Agency: J. Walter Thompson Co.	26
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Crosley Broadcasting Corp. Agency: Ralph H. Jones Co.	78	New London Day Agency: Gordon Schenfarber & Associates	92	Together Agency: Harry Sturges & Associates	75
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Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; Thomas S. Turner, Western Sales Manager; Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Margaret Schulte.

Pacific Coast—John W. Pearce, Pacific Coast Manager, 3055 Wilshire Blvd., Suite 204, Los Angeles 5, Calif., DUNKirk 5-0235; Warwick S. Carpenter, Director of Marketing, Western Area, 731 E. Figueroa St., Santa Barbara, Calif., WOODland 2-3612.

Washington, D. C.—Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., District 7-6010.

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Twenty-nine years ago today, Jimmy Walker resigned under fire as Mayor of New York. He had a reputation as a wisecracker, but I can't recall a single one of his alleged apothegms, can you?

Overheard on TV: "He's tighter than the top olive in a bottle."

When the salesmen for Anacin and Bufferin sound off, I get the feeling that Bayer's aspirin is Brand X.

Orthoepy Dept.: I may be optimistic but there must be someone who can pronounce "mayoralty." Nine out of ten say "may-or-AL-i-ty," including Governor Rockefeller.

A message printed on traffic citations in Rockville, Md., reads: "Drive toward others as you would have them drive toward you."

Three definitions from Don McNeill's Breakfast Club—Melancholy: A dog that likes cantaloupe. Bachelor: A rolling stone that gathers no boss. Nomad: An Italian who isn't angry. (Explained as "He's a no mad!")

Testimonial Dept.: A combo I'm coming to like—Schick electric pre-shave lotion and Schick after-shave, so labeled.

In the king business, it's a short step from throne to overthrown.

When money talks, we're all "cash cars" or whatever I mean. Let's skip it!

One of my favorite screwballs, Morey Amsterdam, tells about one housefly saying to another: "That kid of ours had the colic. I had to walk the ceiling with him all night."

At The New York Times exhibit at the American Booksellers Assn. convention in Washington, a series of nine cartoons by Chuck Saxon ribbed book-

dom. Pleasantly, I should add. One I especially liked had a dame asking a clerk: "This isn't one of those non-books, is it?"

Hans Conreid tells about the cat that ate limburg cheese so he could look down the mouse-hole with baited breath.

Goblet: A small sailor.—Maureen Stapleton.

Museum piece: If you have occasion to do business with the very pleasant Underwood Corp. Philadelphia branch, be sure to see the prehistoric typewriter on display. A red and gold decal, mottled with age, proudly proclaims "The Caligraph No. 4, Manufactured by the American Writing Machine Co., New York. Patented." Noah may have typed the Ark's log on it.

Trivia Dept.: Howard Johnson's Motor Lodges issue a bigger cake of Ivory for the bath and not the regulation doll's size.

In a mailer, "Tee Vee or Not Tee Vee," Parade made a strong case for the mass and class of Sunday supplements; concluded by recommending newspapers and network TV both!

Yoo-Hoo, Craftsmanship!

Where are you hiding? I used to hear a lot about you. A legacy from the ancient guilds, they called you, sired by pride and precision, a born perfectionist.

Recently I cracked the piggy bank for a new hardtop sedan (to the tune of around \$4,800 when I count the captive-air tires, supposed to be so super-duper that a "flat" is a whiskered synonym for an "apartment").

I put 3,000 miles on the car going to, through, and from Florida. It ticked off like a Singer sewing machine, except for a transmission noise that was a cross between a cricket and a tree frog.

The factory branch found a groove in a bushing that made the insect noises and picked up the tab for some \$60. Later, a door-release failed to function and I told the serviceman: "I can't get out without a doorman, and I can't afford a doorman."

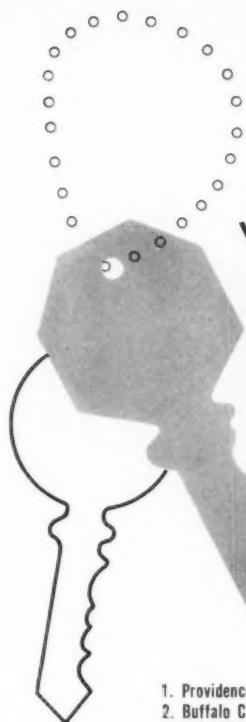
They took the door down and a tin clip was broken—the kind of thing you'd find on a dime-store toy. The car is still beautiful, but do they put some of them together today with chewing-gum and spit?

My brother-in-law had a car of another make. The door handles fell off and he bought one like mine. But his transmission, too, was faulty and he wonders if he made another mistake. I also heard of a station-wagon that was allowed to stand out in a rainstorm one night, only to look like the Dismal Swamp the next day.

Doesn't any mechanic have pride-of-craft any more? Are they interested only in payday and vacation? T.H.T.

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11TH

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	Lines		Lines
1. Providence Journal	1,265,841	26. Washington Post	320,630
2. Buffalo Courier Express	909,287	27. Grand Rapids Press	317,196
3. Los Angeles Times	757,307	28. Philadelphia Inquirer	315,508
4. Hartford Courant	666,403	29. Baltimore American	308,720
5. Rochester Democrat & Chronicle	615,455	30. Birmingham News	308,477
6. Cleveland Plain Dealer	571,470	31. Los Angeles Examiner	306,855
7. Baltimore Sun	539,853	32. Boston Globe	305,352
8. Milwaukee Journal	537,693	33. Detroit Free Press	303,880
9. New Haven Register	532,604	34. Minneapolis Tribune	298,411
10. San Diego Union	487,425	35. Oakland Tribune	296,274
11. Worcester Sunday Telegram	478,202	36. Fort Worth Star-Telegram	293,299
12. New York Times	457,657	37. Louisville Courier Journal	285,086
13. Miami Herald	434,094	38. Youngstown Vindicator	280,347
14. South Bend Tribune	427,143	39. Washington Star	278,041
15. Akron Beacon-Journal	401,276	40. St. Louis Post-Dispatch	275,428
16. Newark Star Ledger	400,301	41. Tampa Tribune	259,785
17. New York News	389,145	42. Orlando Sentinel	258,987
18. Fresno Bee	380,695	43. Jacksonville Times-Union	254,763
19. Phoenix Republic	364,468	44. Columbus Dispatch	254,293
20. Detroit News	361,557	45. San Francisco Examiner	252,030
21. Chicago Tribune	334,948	46. Boston Herald	251,126
22. Pittsburgh Press	330,944	47. Des Moines Register	250,427
23. Cincinnati Enquirer	323,908	48. Norfolk Virginian-Pilot & Portsmouth Star	250,023
24. Indianapolis Star	322,671	49. Albany Times-Union	247,237
25. Kansas City Star	321,166	50. Newark News	239,449

* Source: Media Records Inc. 1960

† Source: Sales Management, 1960

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Do you sell automatic washers? Then you want the facts about the two kinds of people in a market. Those who buy. And those who don't, can't or won't.

How to reach more of the right kind—the buyers—is important. In Chicago, that's easy. Most of them read the Tribune.

In city and suburban households, 64% of the washer buyers read the Sunday Tribune; 46% read the Daily Tribune.

Now maybe you sell watches, water skis or women's dresses instead of washers. It makes little difference. The Tribune will deliver for you a larger audience of actual buyers than any other Chicago newspaper.

To sell more to your kind of people—the people who buy—use the Tribune in Chicago.



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